esperi

Sustainability Review 2025

Active everyday life



Table of contents

Esperi in figures 3

Remarks by the CEO: Old song, new life 4

Key events during the year 6

Business areas 8

Happy residents are at the core of our strategy 9

Residents 10

- Active everyday life in our homes 11
- Customer satisfaction internationally strong 14
- Towards more customer-oriented recording 16
- Uniikki homes increase expertise in demanding housing 19
- When reality is no longer shared 20
- Towards a life that looks like you 21

Esperians 22

- Championing processes: “Culture is also a common way of working” 23
- Language connects the work community 25
- Finland through the eyes of a foreigner – safe country, difficult language 27
- Performer of the month award winners in 2025 28
- A day in the nurses’ shoes – managers in internship 29
- Neurodivergent needs are considered in daily work 30

Society 31

- Insight: Ageing finns are challenging the service system 32
- Sustainable growth through acquisitions and new facilities 34
- Technology frees up time for care 35
- We prepare for exceptional and disruptive situations 36
- Stars of the future 37
- Systematic work towards carbon neutrality 38

Sustainability information 40

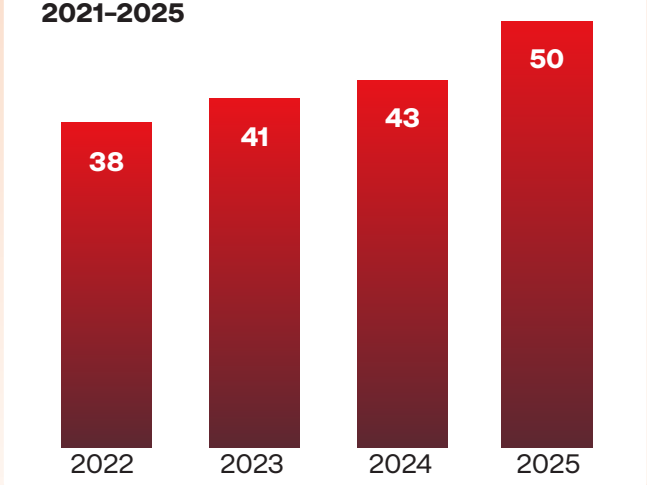
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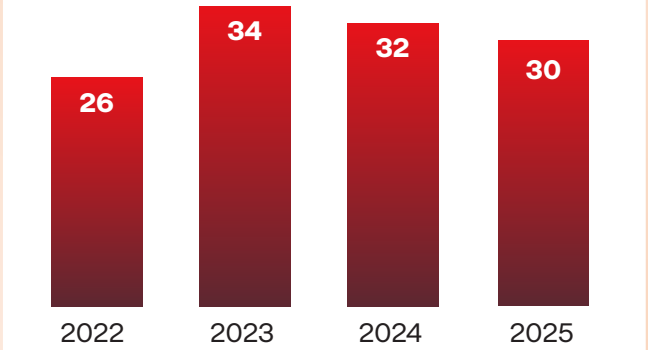
Esperi in figures

The development of the resident experience for Esperi as a whole, 2021–2025



skaala -100 – +100

Employee Net Promoter Score (eNPS)



Esperi operates in every wellbeing services county in Finland.

We increased our resident capacity by approximately

540 in 2025.

The resident capacity is

8,000

Residents approximately

7,200

Total number of employees

7,150

Climate targets for 2030

–51.6%

emissions compared to 2023



Old song, new life

My wife and I enjoy watching a TV programme where an old song gets new interpretations by different artists. I have also seen the same thing in Esperi: hundreds of new experts have joined our team, and each of them has taken us forward in their own way towards our common goal, the happiest residents in Finland.

I felt particularly proud of our growing team when I stood in front of 270 Esperi employees at the supervisor days event. It makes you understand what the strength of a team means. If we together decide to increase customer satisfaction or adopt new technology, that will also happen.

Esperi turns 25 this year. Over a quarter of a century, we have created a total of more than 230 homes. The year 2025 was another year of strong growth. In 2025, we gained 24 new homes through acquisitions, which included, among other things, three Uniikki homes, which complement our range of disability services.

I am pleased that, in addition to acquisitions, we have been able to build new homes in different parts of Finland, such as Rovaniemi, Järvenpää, and Muurame. The decisions have been facilitated by the improved personnel situation. When we know that talent is available, we have the confidence to expand.

How do we ensure that the core of our culture keeps pace with growth? I believe that an Esperi employee makes an Esperi employee.

Everyone brings something new and valuable with them. Strategy and values guide us, but just like in music, it is the interpretation that brings the words to life. We do not just buy business operations, we buy knowledge and experience – which helps our culture evolve.

Even though we have achieved a lot this year, the financial difficulties of wellbeing services counties have had an impact throughout the social welfare and healthcare sector. It is not about having enough residents, it is about people getting services when they need them. The service system is not currently dimensioned for the actual need that keeps growing.

It is worth remembering that the increased demand for services is a sign of success – people live longer than in the early 1950s and 1960s, when the welfare society was born. The availability of care services must not be a question of money, but of values. A welfare society has a social responsibility to take care of its people, including those who built it.

Even so, the equation is difficult. The number of people over 80 is growing while the number of working-age people is falling. Current solutions will not provide enough care employees in the future.

We need technology to free up hands for the tasks where human presence is indispensable. However, current legislation restricts this more than enables it. We need the courage to allow experimentation and learning.

An Esperi employee makes an Esperi employee. Each of us is unique and brings something new and valuable.

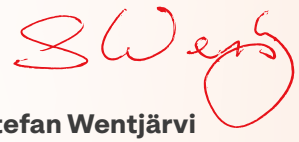
Technology at Esperi

Read about our radar sensor and AI-assisted documentation pilots on page 35.

Despite the challenges of the operating environment, the NPS score for resident satisfaction has risen to 50. This is an exceptionally good result in any industry and particularly noteworthy for a large company in the care sector. Our recipe is ordinary but quite good: we focus on the basics, such as safety, quality, and active day-to-day life. We exceed our daily activity target with ease.

I would like to thank the entire Esperi team for their excellent work in 2025. Times are not easy, but you have nevertheless given the residents your best. I promise to work towards ensuring that your day-to-day work will continue to be good and smooth.

Often, big things only require the essential. Evergreen songs have been composed using three chords. Our three values have helped us deliver excellent care. This is something we can be very proud of.



Stefan Wentjärvi
CEO, Esperi Care

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Key events during the year

Walker march for good ageing

“Come with us, whatever your age – with or without a walker,” said the invitation to the Walker March. The May event, organised by local organisations and communities in Pirkanmaa, aimed to draw attention to the savings and reform measures targeted at elderly care services.

Hundreds of participants were anticipated in Tampere. The outcome exceeded expectations: on-site estimates ranged from one to two thousand participants. Esperi took part in the event with several care homes.

Autumn flavours sampled together at the harvest party

The day room of Esperi Hoivakoti Kanavanranta in Lempäälä was busy when residents attended the now traditional harvest party. “You can see the joy of the residents. Even if your functional capacity is impaired, you can still enjoy the food. The residents will have pleasant memories of the harvest party,” says visiting chef **Pasi Tuominen**.

Making our residents’ dreams come true

Our warm-hearted mini-series of the happiest residents in Finland continued. In the new episodes, we visited a music studio, a hen party, and a Midsummer dance that was the culmination of the start of the summer. Our nurses suggested nearly 60 dreams from different resident groups around Finland. The dreams ranged from small wishes to major experiences. The new and earlier episodes can be viewed on our YouTube channel.

Want to know what it looks like in an Esperi home?

Customer satisfaction continued to improve

The results of the 2025 resident satisfaction survey showed significant development in all resident groups. The weighted average NPS score for resident satisfaction was 50, a very strong achievement, even by international standards.

The NPS increased in all of our business areas: Elderly care services 43 (+8), Disabled care services 58 (+10), Mental care services 51 (+2), and Saga 69 (+3). We clearly exceeded the 2025 target (NPS 48). The NPS has increased by approximately 56% from 2021 to 2025.

You can visit our homes virtually

We have made it even easier to get acquainted with our assisted living facilities: nearly twenty Esperi homes now have virtual tours. Although a virtual demonstration does not replace a personal visit, it helps to form a realistic picture of our homes. The virtual tours are aimed at anyone who wants to get to know Esperi homes – those looking for a home for themselves or a family member, as well as those considering a job or internship.

Esperi starts using renewable district heating

We signed a guarantee of origin agreement with Pori Energia, which brings district heating produced from renewable energy sources to our properties. The agreement is part of Esperi and Pori Energia’s long-term work to promote sustainability and climate goals.

“Sustainable development requires concrete actions. The agreement on guarantees of origin for renewable district heating is a significant step towards carbon neutrality in our care properties,” says **Tomi Rosqvist**, Real Estate and Environmental Director at Esperi.

The Go Out with the Elderly campaign was a success again

A total of 102 of our assisted living facilities participated in the Age Institute's Go Out with the Elderly campaign over two weeks, setting a new record with nearly 16,000 outdoor visits. At the end of the campaign, we rewarded the most active outdoor enthusiasts.

Read about the campaign on the Age Institute website: **www.vievanhusulos.fi** and go to Instagram to see the highlights with the hashtag #espericare #VieVanhusUlos.



An outdoor companion brings joy to day-to-day life

Volunteering at an assisted living facility offers a unique opportunity to bring joy to someone else's life while enriching one's own. One meaningful form of volunteering is serving as an outdoor companion, combining the joy of exercise, the tranquillity of nature, and genuine human connection. Our employees regularly take residents out, but volunteers make it possible for more people to enjoy the outdoors, as every resident needs a helping hand there.

The Esperi Gala honoured the Performers of the Year

At the Esperi Gala in September, we presented awards to outstanding homes, teams, and Esperi employees from all over Finland. We celebrated **Helena Tiainen** from Lappeenranta's Saga Torinlinna as the supervisor of the year and the Esperi Hoivakoti Tervarinta team from Kemi as the best colleagues. Esperi Hoivakoti Harjus in Vantaa was recognised as the happiest home, Esperi Koti Kastanja in Ylöjärvi as the safest, and Esperi Koti Narikka in Järvenpää as the most popular on social media. The forerunner of the year was Esperi Koti Ulpukka from Vaasa, which has committed to environmental responsibility in an exemplary manner. Congratulations to all award winners and honourees!



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Business areas

Elderly care services

There are approximately 130 elderly care facilities with a total resident capacity of approximately 4,500. Our housing services offer several options for the elderly and persons with memory disorders: 24/7 residential care, communal housing, and short-term housing. In addition, we have day activities and various additional services related to housing.

NPS 43



Mental care services

There are 52 assisted living facilities specialising in mental care services. Their total resident capacity is approximately 1.370. Our services include 24/7 residential care, communal housing, and supported housing.

NPS 51



Disabled care services

There are 45 residential facilities specialising in disabled care services. Their total resident capacity is around 855. Several different options are offered to the residents of disabled care services, depending on their life situation. We offer 24/7 residential care, communal housing, supported housing, short-term housing, and coaching to support living, as well as day activities, non-institutional work activities, and work activities.

NPS 58



SAGA PALVELUTALOT

We have 11 Saga premium communal services units with a total resident capacity of approximately 1,330. In Saga premium communal services, our elderly residents enjoy high-quality living with good access to services. Saga combines active daily life, a safe and accessible environment, and diverse services that are adapted to each resident's individual needs.

NPS 69



Our mission is to provide a safe home and help the residents live a **happy** life on their own terms.

Disability services

Mental health services

Services for the elderly

esperi

OUR VISION

The happiest residents in Finland

Good care, work & economy

OUR STRATEGIC PRIORITIES



WE HAVE

The best colleagues



WE HAVE

The most appreciated supervisors



WE ARE

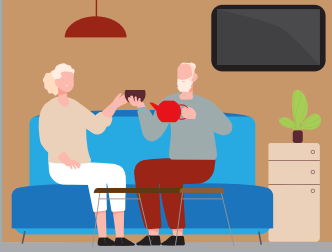
The first choice for our residents and clients



WE ARE

Forerunners

SAGA PALVELUTALOT



We act responsibly. We do not compromise safety.

OUR VALUES

It is a pleasure to meet you

Integrity us our strength

We have the courage to innovate

esperi

Residents

When the doors open to an Esperi home, a new chapter begins in life. People live active and dignified lives in our homes – each on their own terms and together with others.



Active everyday life in our homes

Sometimes life is a party, but mostly it is about everyday good living. For us, it means a gentle presence, movement, and shared activities on each person's own terms and with respect for our shared rules.



Activity is one of the goals we exceed year after year. If the goal – one activity per day – is always achieved, surely it should be raised?

"The goal is at a good level, and we do not want to raise the bar. Our employees are motivated by a genuine desire to make the residents happy and the joy of succeeding, not by obligation," says CEO **Stefan Wentjärvi**.

Everyday life invites residents to participate

Every day, we offer residents activity, presence, and at least one shared moment, in which everyone can participate as they wish. The shared moment can be, for example, singing together, chair gymnastics, or a visual art session.

"When you can be in peace with your own thoughts and put everything on paper, your mind calms down and finds balance," says art therapist **Mari Santala**, describing the effects of artwork at Esperi Koti Hyrkin Puisto.

However, the majority of the days are filled with everyday activities. Especially for people with memory disorders, small, repetitive routines are of great importance: the familiar voice of their personal nurse and a repetitive daily rhythm strengthen the feeling of security and coping.

News sent to family through the OmaEsperi app is also part of day-to-day life. The employees of Esperi Hoivakoti Tervarinne in Kemi remind us that a photo of a bingo moment at the home can comfort and happiness even across great distances.

”There is humour, this is a nice house, everyone is treated equally. There are some top female nurses who deserve an A+.”

–Resident, Esperi Hoivakoti Kärjenpuisto



Physical activity and successes

Exercise and outdoor activities are a natural part of everyday living in our homes. There is also the opportunity to breathe fresh air with the nurses, but also in the company of volunteers.

“It’s heart-warming to be able to offer someone else the opportunity to enjoy the landscape outside,” says **Anna-Kaisa Karppinen**, who has become an outdoor companion in Muhos.

The shared trishaw of Esperi Liekolakoti and Toimintakeskus Oivapaja has brought residents with intellectual or physical disabilities and in need of special support a new kind of joy to spending time outdoors. For many, it has been important to get a ride on the trishaw.

Every year, residents of hoivakoti Reikonlinna in Ulvila participate in playful sports at their Summer Olympics. According to team leader **Saara Partanen**, the sports vary, but shared moments and a summer barbecue are always part of the event.

Celebrations strengthen the community

Celebrations bring special joy to everyday life, with the Pisara Festarit event in Ylöjärvi as a good example. The residents make suggestions on the performers and participate in the arrangements and preparation of the catering. **Sari Tilvis-Korhonen**, Head of Unit, describes the festival as “a tradition that reflects the residents and that no one wants to give up.

Sometimes the participants can be a surprise. At hoivakoti Katriina’s Shrove Tuesday event, horses made the residents happy, and the joy also spread to family members.

Happiest home of the year

Esperi Hoivakoti Harjus was recognised as the happiest home of the year at the Esperi Gala. Activities are an important part of everyday life at the home.

Read more about life in Harjus

“My husband needs joy and laughter in his life – and he gets it,” says a resident’s spouse.

The centenary birthdays brought a special festive feeling to the year. **Terttu** and **Taimi** described their special day as joyful and wondered how carefree life can still feel.

Dreams and unforgettable experiences

An active life also means dreams that we make true every year.

Sauli’s dream was to watch an Ilves ice hockey game. A dinner at a restaurant, chants in the fan area, and a meeting with his favourite player made the day unforgettable.

“It exceeded expectations and left a lot to remember,” says Head of Unit **Kati Rönkkö**.

Visits by animals are also part of the life at Esperi homes. Petting a dog or simply them being present helps residents calm down and supports their well-being. Animals evoke memories of childhood pets and can bring tears or start important conversations,” nurses at hoivakoti Katriina say.

A life that feels like you

CEO Wentjärvi reminds us that homes are not just places to stay – people live in them. The most important thing is that all residents can participate in the community in their own way.

“Our goal is to have the happiest residents in Finland, and happiness comes from different things. A good everyday life is key, in which everyone can find something personal and meaningful,” Wentjärvi sums up.



What do our residents dream of?

YouTube series in which we make residents’ dreams come true

Customer satisfaction internationally strong

Our scores increased both in our own resident and next of kin satisfaction surveys and in T-Media's reputation survey. Residents' NPS increased to a strong level, even internationally.

Our scores increased both in our own resident and next of kin satisfaction surveys and in T-Media's reputation survey. Residents' NPS increased to a strong level, even internationally.

In the autumn 2025 survey, the weighted average NPS score for our residents' willingness to recommend us was 50 (2024: 43). The result reached a very strong level even internationally and clearly exceeded the target of 48 set for 2025. Compared to 2021, the NPS has increased by approximately 56 per cent.

"Together, we exceeded the targets set for the year, and we can all be really proud of this achievement," says **Jani Nurisalo**, Sales and Marketing Director at Esperi.

"I have the impression that they genuinely care and do a good job to ensure the wellbeing of the residents."
–Next of kin, Esperi Koti Syke

Net Promoter Score (NPS) is a recommendation index that measures respondents' willingness to recommend on a scale of -100 to +100. A record-breaking 6,300 residents and next of kin responded to the survey.

Significant increase in disabled care services

Residents' NPS scores increased in all our business areas. The result was 43 (+8) in elderly care services, 58 (+10) in disabled care services, 51 (+2) in mental care services, and 69 (+3) in Saga.

"The residents of disabled care services are now the second-most satisfied after Saga," Nurisalo says.

Residents appreciate the friendliness of the staff and personal encounters. In elderly care services, we received the best ratings for feeling safe, in disabled care services for friendliness, and in mental care services for the possibility of personal peace and privacy.

Next of kin gave the best ratings for the friendliness of employees and their next of kin feeling safe. NPS scores of next of kin increased to 39 (+2) in elderly care services and 57 (+7) in Saga, but decreased to 38 (-9) in disabled care services and 17 (-10) in mental care services.

Customer satisfaction and reputation go hand in hand

Customer satisfaction has a strong impact on external reputation.

The overall reputation of the social welfare and healthcare sector improved in 2025 and received a score of 2.86 in T-Media's Trust&Reputation 2025 survey (2024: 2.73).

With a score of 2.67, Esperi increased its score the most in the survey (by 0.27 points) when measuring Finns' perception of social welfare and health care operators. The biggest improvements were seen in sustainability, leadership, and employer image.

The improved reputation is attributable to the improved quality of service and the positive experiences of customers and next of kin in day-to-day encounters. According to the study, reputation is strongly linked to whether a person becomes a customer, promoter, or employee of a company.

"The development of reputation is slow, as old impressions linger for a long time. The work has required years of consistent development of operations and also systematic communication," Nurisalo says.

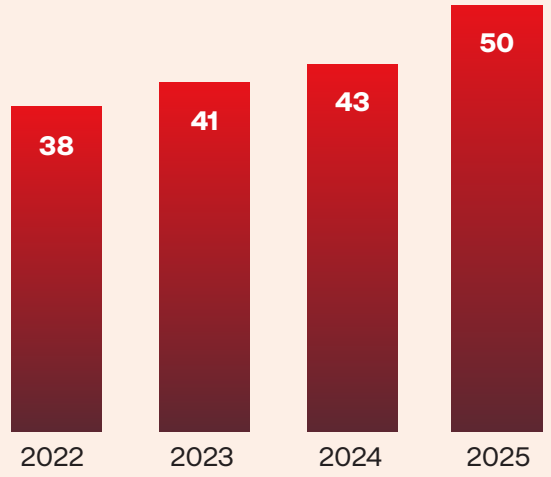
"We are now on the right track: we are doing things better and making it visible through transparent, reliable, and effective communication."

The Trust & Reputation survey of the social welfare and health care sector conducted by T-Media in March–April, 43 actors were evaluated representing the private, public, and non-profit sectors. 6,648 Finns responded to the survey.

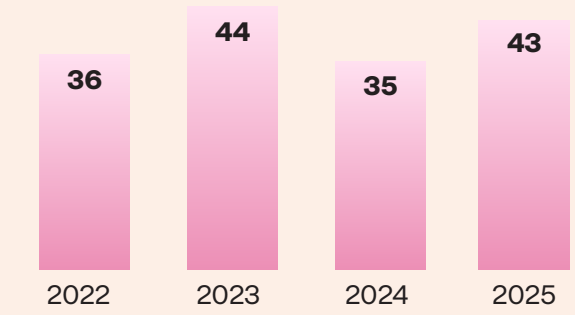
"The personnel are friendly, helpful, and understanding."
– Resident, Esperi Koskikoti

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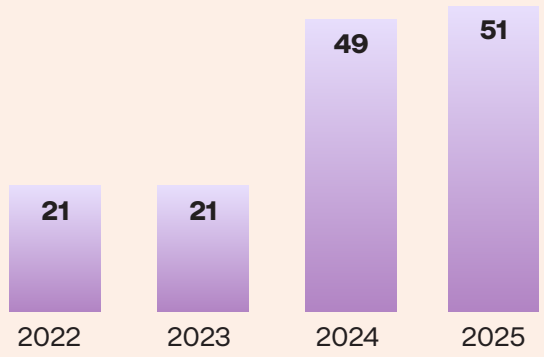
The development of the resident experience for Esperi as a whole, 2021-2025



Elderly care services



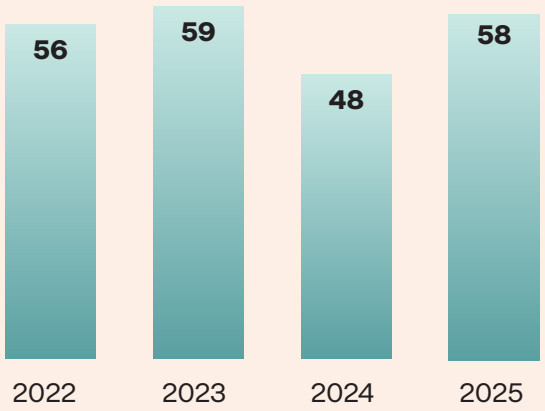
Mental health and substance abuse services



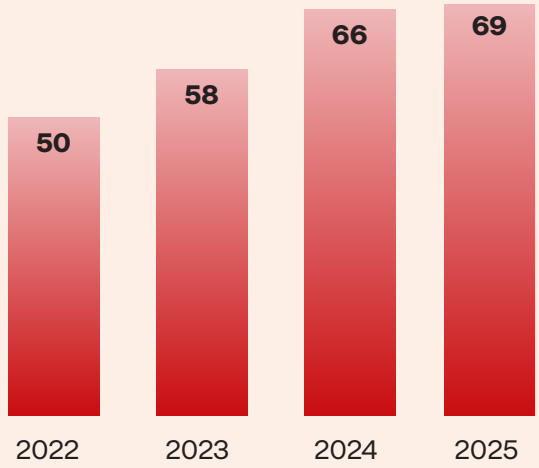
What is NPS?

The Net Promoter Score (NPS) is an indicator of customer satisfaction and loyalty that measures how likely customers are to recommend a company, product or service to others. Examples of the underlying factors include the friendliness of the employees, the atmosphere in our housing facilities, and cooperation with the residents' next of kin.

Disabled care services



Saga



Scale -100 – +100

Towards more customer-oriented recording

In 2025 quality work focused on what and how to record and what information to pass on. In addition to public service providers, private companies must also join the Kanta social welfare customer information repository if they use a customer information system.

At Esperi, quality is embedded in all operations. The focus areas may change yearly, but the big picture remains the same: quality is something we all share.

"Quality is not a separate thing. Every Esperi employee has a role to play in it," says Director of Quality **Eeva Ketola**.

According to Ketola, the structures for high-quality care work are in order. The quality team is responsible for ensuring compliance with the guidelines. Business functions lead the day-to-day care work, with the quality function overseeing activities.

"We want to support the homes in the high-quality work that they are already doing. We are constantly moving towards a better and more systematic safety culture and foresight. Training is needed and there is always room for improvement – the work will never be finished."

Kanta is coming – Esperi is ready

In 2025, we focused particularly on recording entries, as Esperi will join the national Kanta information service for social welfare and health care in 2026.

In future, all entries made by nurses will also be visible in Kanta to other parties treating the customer. The mission of Kanta is to ensure secure and uniform access to patient and wellbeing information.

"To make our information system compatible with Kanta, we have implemented the DC2 customer information repository and built the technical foundation for the migration."

The large-scale project is linked to wellbeing services counties

"We are monitoring the progress made in wellbeing services counties and preparing for future needs. We participate in training and have also started training our employees, as recording will be more detailed."

CEO Stefan Wentjärvi says that the new version will make entries more transparent and customer-oriented. They describe, for example, the customer's day-to-day life, matters important to them and changes in functional capacity.

"Documentation is not an end in itself; instead, it is a way to ensure that correct and up-to-date information about the resident is communicated to all parties in the care chain. It is about increasingly safe, more coherent care that serves the residents better," he sums up.

Social welfare service industry providers must join Kanta with a customer information system that meets the statutory requirements by 1 September 2026. Esperi has been one of the first companies to commence Kanta certification.

"In spring 2026, we will continue to build compatibility with wellbeing services counties. Our work has progressed well, and we are closely monitoring the preparation of the counties," Ketola says.

The chief shop stewards also see the development as a positive thing.

"DC2 will be good as long as it meets our requirements. Joining Kanta is underway, and we have wanted to see progress made in recording," says chief shop steward **Miira Reitama**.

In 2025, Esperi organised the Safety Week for the second time. In line with the theme year, the week highlighted documentation and recording. In addition to recording, matters related to information security, for example, were discussed.

Quality development projects 2025

- Year of recording 2025
- Transition to the DC2 environment with onboarding and training
- Medical device safety plan
- Investigations of serious incidents
- RAI quality and development work
- Annual implementation and updating of self-monitoring plans, activity cards, pharmacotherapy plans, and audits
- Annual survey

Recording culture is being revised

In 2026, the focus of quality work will continue to be on the Kanta transition and the recording project, coordinated by the new project manager **Elina Niemi.** During the project, the aim is to train the supervisors of the homes, provide employees with online training, and designate a recording contact person for all homes to provide support.

Annual audits will ensure that entries are made in a customer-oriented and respectful manner.

“This way, we will know what needs to be improved. Developing the recording culture takes time, as we have more than 7,000 employees recording entries. We are focusing on creating clear instructions and operating methods that support recording,” Niemi says.

High-quality care

Read more about our quality work on our **website**

Will artificial intelligence become a co-worker?

AI-based dictation helps to ensure that all matters relevant to the resident are taken into account.

Read more about our technology initiatives on page 35.



”It’s good to be here, I get help and care. The nurses are friendly and good.”
–Resident, Esperi Hoivakoti Omenapiha

Familiar indicators monitor our quality

In 2025, we further improved our safety culture. In the quality indicators (KPIs), more than 98 per cent of the targets were achieved.

"Our indicators remain the same, and so do our goals. We have focused especially on exceeding the target level even in indicators with room for development," Ketola says.

The number of resident safety reports has increased, indicating active safety reporting. Serious incidents are still rare. Per one thousand days of care, there are 0.021 serious cases, of which 0.004 are serious medication errors.

"Although the number residents has increased by about five per cent, the number of serious deviations has not increased."

However, Ketola reminds us that a deviation is an opportunity for improvement.

"We are moving towards foresight. It is important to evaluate near misses so that we can prevent them in the future."

Supervisors can now see the quality indicators of their teams on a daily level, when previously they were monitored weekly. Moreover, the day-to-day activity of residents are monitored and measured.

"The resident is king. Our vision is that even if functional capacity is no longer the same, everyone can live their own life and make their dreams come true," Ketola concludes.

Fatal incident at Hoivakoti Otso

In December 2025, an accident at Esperi Hoivakoti Otso resulted in the death of a resident. The wellbeing services county was informed of the incident immediately, and the police launched an investigation.

The matter has been processed within the unit and at Esperi in accordance with our operating procedures. The unit received crisis support immediately after the incident.

"We are deeply sorry for what has happened and extend our condolences to the family and loved ones of the deceased," **Patrik Ekström** Regional Manager says.

No shortcomings were identified in Esperi's guidelines on right to self-determination.

However, as a precaution, Esperi has implemented additional measures. Moreover, all units have reviewed the right to self-determination guidelines, checked the equipment related to restrictive measures, and gone through all decisions and tools concerning such measures.

Safety culture survey

Esperi's safety culture was assessed in December 2025 through a survey for all employees. Of those who responded, 97% felt confident in filing a deviation notification. Orientation, training, and especially technological solutions were perceived to have improved safety.

Based on the responses, the handling of deviations will be further developed by strengthening common practices, increasing deviation discussions at team level, and supporting the identification of root causes for recurring deviations.

To reinforce the safety culture, Esperi has clarified its guidelines for handling deviations, increased manager training, and emphasised the leadership's responsibility in ensuring visible and consistent implementation of safety work.

Good care is measured by these indicators

- Daily entries in resident documentation
- Number of activities for each resident
- Keeping service implementation plans up to date
- Carrying out the process to address deviations within the agreed-upon time
- Monitoring functional capacity of each resident and service planning based on the observations.

Uniikki homes increase expertise in demanding housing

In 2025, we took an important step by acquiring the Uniikki homes business from Pihlajalinna. The acquisition supports our strategic growth and brings us special expertise in highly specialised housing for residents with disabilities.

The Uniikki homes acquired from Pihlajalinna offer round-the-clock assisted housing for people who have particularly complex housing needs.

Esperi acquired four homes in the transaction – in Riihimäki, Hämeenlinna, Lohja, and Raisio. In addition, a new unit is under construction in Kangasala.

"For us, this is a new customer segment that combines the quality and safety of housing services with expertise in demanding care. We want to make sure that even the most special customers get to live their lives on their own terms," says Business Director **Pia Panhelainen**.

Housing according to special needs

Residents often have a long rehabilitation period behind them, and returning to normal life requires strong support. This is why the homes are designed for safety and to minimise sensory stimuli.

The focus is on individuality. As in other homes for people with disabilities, Esperi's operating philosophy of individual life planning guides day-to-day life.

"The customer's own voice is heard and their right to self-determination remains even when their functional capacity is limited. No one should lose ownership of their own life, no matter how much support they need," Panhelainen emphasises.

More multi-disciplinary competence

Uniikki homes bring multi-disciplinary expertise to Esperi. The homes have employees with special expertise in managing challenging situations and preventing violent behaviour. Employees receive continuous training in, for example, the MAPA methods for threatening situations.

According to Panhelainen, the success of the acquisition requires careful planning and merging of different cultures. Employees and residents have been involved in the planning of the transition from day one, and a service specialist supports the transition.

"We wanted the transition to feel safe and meaningful. The new homes are already part of the Esperi community."

Growth from responsible specialisation

According to CEO **Stefan Wentjärvi**, the acquisition of the Uniikki business supports the long-term strategy of sustainable growth and resident group-specific specialisation. The Uniikki homes complement the range of services in a growing special area.

"We are expanding from a strong foundation of housing services to new customer groups and strengthening our position as a forerunner. This is an example of how growth can create value in society."

Panhelainen estimates that the number of Uniikki homes will grow moderately in the coming years. The aim is to have a nationwide network of a manageable size.

"We are constantly developing new ways to meet our customers' changing needs. It is part of our sustainability and our promise to future residents."



When reality is no longer shared

For a person living with memory disorder, a warm encounter matters more than facts.

For someone with a memory disorder, the world is often like a beautiful tapestry of memories, feelings, and experiences. Yesterday and today may become intertwined. What matters most is not the current year or place, but how the person feels in that very moment.

“As caregivers, we want to bring support and a sense of safety into everyday life,” says **Sirpa Laukala**, Service Specialist in Esperi’s elderly care services. “However, if we correct someone and say, ‘No, your mother does not live here anymore,’ or ‘You do not need to go to work, you are already retired’, the outcome may be the opposite.”

The resident may become confused, disappointed, or saddened. When they are forced back into the present moment, the chance for genuine connection is lost.

Instead of building a bridge, insisting on facts can create a wall, as in that moment, the caregiver knows, and the resident does not.

“This imbalance can weaken the resident’s self-esteem and remind them of their dependence on us,” Laukala explains. “Trust is created through genuine connection – not by correcting, but by listening.”

A person with a memory disorder cannot perceive time and place like the caregiver does. The caregiver’s task is to navigate within the resident’s memories and world, rather than trying to pull them forcefully into the here and now.

“This requires us to truly know the resident – their life, joys, fears, and the people who matter to them,” Laukala says. “When we understand where the resident’s words come from, we can respond with gentleness. Then we no longer ask, ‘Why does he not understand?’ but rather, ‘What is he trying to tell us?’”

Validation approach in interaction offers a warm and effective way to communicate. It is not merely a method, but a way of being alongside another person. In validation, the emotion is accepted, listening is genuine, and responses are empathetic. Unnecessary conflicts and frustration decrease, trust grows, and everyday life becomes lighter for both resident and caregiver. No grand words are needed – presence and a wish to understand are enough.

“The warmth of care is created in the moments of presence – in the reality of the person with a memory disorder.”



Towards a life that looks like you

Encounters shape both the resident's life and the professional's way of seeing the world.

For **Sanna Nurmela**, Quality Manager for Esperi's specialised housing services, encounters have been the essence of her work for over 30 years. The people and their stories have kept her in the sector.

"I enjoy my work because of the encounters – the wonderful personalities I've been fortunate to meet over the course of my career," Nurmela says.

One of the most important encounters took place in 2001, when she started working as an instructor for people with disabilities. There she met **Tommi**, who has Down syndrome. Communication was built not only on spoken words, but also through many other means: signs, drawings, photographs, magazine pictures, and acting things out whenever needed.

"I had never before met such a creative and energetic communicator," Nurmela recalls. "Tommi was a persistent communicator, and he usually managed to make me understand."

Tommi's life included all the familiar elements of living: sadness and joy, fear, falling in love, growing up, and becoming independent. It also included loss: Tommi lost his parents at a fairly young age. Over the years, Nurmela changed jobs, and the contact between them was lost.

Later, when Tommi was preparing to move into his own home, their paths crossed again. Becoming independent required adjustment, and professionals supported Tommi through the transition.

"Luckily, you were just as determined as you had been when younger," Nurmela remembers. "You found a new community you wanted to belong to, and everyday life began to fall into place."

Tommi's beard grew longer, and the number of tattoos increased. Life in the new community became truly his own. Nurmela has now followed Tommi's life for 25 years – supporting him and taking joy in his personality, which never fails to lift her spirits. Although her roles have changed, the belief in the power of encounters has remained with her.

"We've worked through many of life's challenges together, but I feel I've also received so much from you," Nurmela says gratefully. "I would not be who I am today without our encounters – neither as a professional nor as a person."



esperi

Esperians

An active and good everyday life is created through the work and professional skills of Esperians. When we also take care of each other, we can be present for the residents in the best possible way.



Championing processes: “Culture is also a common way of working”

Human Resources Director Turo Turja points out that processes are the backbone of our operations. They clarify day-to-day activities and create the basis for a shared culture in a growing company.



The same lyrics and melody – but everyone has a voice and style of their own. According to Human Resources Director **Turo Turja**, a unified culture does not mean we all sing the same way. When the ways of working are shared, everyone can apply their own style.

Turja is responsible for ensuring that every supervisor and employee has clear guidelines on Esperi’s ways of working.

“When you do not have to think about how tasks are done, you have more time for care. Clear-cut processes in recruitment and recording resident information, for example, also ensure that we treat all people equally.”

Recruitment is going well

In 2025, new homes and recruitments increased Esperi’s headcount. There were clearly more applicants than in the previous year: on average 16.2 applicants per vacancy (2024: 10.5).

> **In the industry, we often talk about the safety of residents, but the safety of every employee is also important to us.**
>
> *– Turo Turja, Human Resources Director*

Turja points out that the situation may be temporary.

“In recruitment, we cannot hire all the people who would be a good fit for us, but we will keep them in mind, as we may soon have vacancies that match their skills.”

To ensure that every applicant is treated well and equally, the recruitment process was revised in 2025, as applicants had not always received a response to their application. Now, supervisors communicate the results of the recruitment to everyone.

The way of working creates culture

Turja, who joined Esperi two years ago, has been impressed by how people cooperate in the homes.

“Our numbers are growing all the time, and it is important to work as a team. There are a dozen ways to do the same thing correctly, but in a large team, one common way of working is needed. This is the only way to ensure continuity and clarity in the work.”

According to Turja, culture is not something that you can just “bring” to the homes. It is a shared way of working that is gradually adopted. Good onboarding is the key to making this happen.

Turja says that, on average, integrations have been successful, but there is room for improvement.

It is important to ensure that the support for new homes continues for a sufficiently long time and that Esperi's practices are embedded in day-to-day operations.

Employee satisfaction still good

In 2025, the number of employee sick leave absences and long-term sick leave decreased, and exit turnover decreased from approximately 19 per cent to less than 13 per cent. The accident frequency rate fell to ten. The improvement is significant, as the goal is to prevent all accidents.

"In the industry, we often talk about the safety of residents, but the safety of every employee is also important to us. Every occupational accident can be prevented," Turja emphasises.

In 2025, employee job satisfaction was measured with a pulse survey carried out in December. The Employee Net Promoter Score (eNPS) – based on the question "Would you recommend us as an employer?" – was 30 on a scale from –100 to +100. The score has been declining since 2023 (34 in 2023; 32 in 2024), and several factors have contributed to this.

"Without the new units acquired through acquisitions, the eNPS would actually have improved from 32 to 33, but the overall average was 30. According to the open responses, factors increasing workload included, among other things, changes to staffing quota. Considering the challenging situation in the sector, the result is still good. We are monitoring it closely, as well as the areas for development," Turja says.

The December survey also examined the safety index, the Net Safety Score (NSS, scale –100 to +100). It describes how safe respondents would feel as residents of the unit. The result was excellent at 70, compared with 62 in 2023 and 65 in 2024.

Supporting competence and language skills

We offer a wide range of occupational supplementary and further training. The portfolio includes more than 120 different training courses, including Finnish language training, as well as packages that support supervisory work and career paths.

In 2025, we supplemented the portfolio with, for example, diversity training to strengthen understanding and inclusion in a work community of dozens of different nationalities.

"We launched new forms of support for nurses recruited from abroad, such as digital language games. We also launched a pilot project on AI-based Finnish language studies," says Turja.

Language skills are acquired in day-to-day life and by studying

Read more about support for language skills on the next page

Chief shop steward **Tiina Auvinen** points out that the biggest challenge is time. There is a lot of training, but there are limited opportunities for employees to take part in them during shifts.

Turja recognises the challenge. He points out that it is important to ensure that every employee has the possibility to participate in training and develop. He is looking for solutions that enable training and learning better, regardless of time and place.

Continued focus: the prerequisites for success

Turja thanks the staff for their excellent work amid the changes to nursing quota and the general uncertainty in the sector. Despite these challenges, resident satisfaction is at a record high.

The focus for 2026 is familiar: making the basics of day-to-day life even smoother.

"With our basic work, we create the conditions for our employees to succeed. My job is to think about how we can take good care of them."



What did Turo's intern day look like at Esperi Koti Hopeinen Kuu?

Read more on page 29

Language connects the work community

In care work, everyone must have sufficient knowledge of Finnish. We support the development of the language skills of nurses recruited from abroad both at work and in their free time and strengthen the understanding of cultures throughout the work community.



”The personnel’s attitude towards the residents is wonderful, warm, and appreciative.”
–Next of kin, Esperi Hoivakoti Pikisaari

Employees study Finnish in their country of origin to level A2.2, and in Finland they continue to level B1.1, which is the official language requirement in the care sector. Before 2025, studies were continued to level B1.

Even though the recruitment of nurses from abroad has decreased, the development of language skills remains important.

“Sufficient language skills are a prerequisite for competence and safety in the care sector, but they also help nurses adapt to the work community and Finnish society,” says **Varpu Ahtonen**, Human Resources Specialist in charge of international personnel.

Foundation for integration and professional growth

Most of the employees recruited from abroad are registered nurses by training. At Esperi, they undergo apprenticeship training for a practical nursing degree to learn more about nursing in Finland, Finnish legislation, and medication. When they complete the degree, the National Supervisory Authority for Welfare and Health grants them the right to practise.

“When they have accumulated work experience and improved their language skills, some pursue additional studies to become a registered nurse in Finland,” Ahtonen explains.

“The employees have been satisfied with the training. It has been designed specifically for the needs of professionals who have moved to Finland from abroad.”

Practical nurses need only basic language skills

“Functional basic language skills are enough to work as a practical nurse, especially when the studies have focused on relevant terminology,” Ahtonen says.

The onboarding takes into account that learning is in the early stages. The materials are also available in English to help employees quickly learn the tasks and safe practices. Support languages or translators are used if necessary.

However, the work is done in Finnish from day one, as active use of the language in social situations is the best way to learn it. According to the chief shop stewards, language skills sometimes cause challenges, but there has been improvement.

“Supervisors engage our international employees in nursing duties by, for example, involving them in the preparation of care and service plans. Language skills are also strengthened when nurses talk to the residents’ next of kin and take care of residents’ medical affairs with doctors,” says **Miira Reitama**.

Versatile tools help in learning

The employees are assisted by a chat bot for language learning and language games that teach Finnish for the care sector in dialogues with residents, for instance.

“Employees can also familiarise themselves with the resident room, living room, and bathrooms as well as the accessories in them virtually. Virtual rooms also allow you to learn practical vocabulary in an interactive manner,” says Ahtonen.

In addition to self-study, there are courses available in both general language and the care sector vocabulary, such as medication. Decisions on the continuation of the courses will be made based on the feedback.



At the end of the year, Esperi committed to an artificial intelligence project on developing Finnish language skills; the pilot started at the beginning of 2026. In addition, the monitoring of language proficiency was developed so that employees can be guided to appropriate forms of support. Where necessary, tasks and responsibilities are adjusted to better support the development of language skills.

Moreover, we developed the supervision of language skills so that we can direct employees to suitable forms of support. If necessary, we will adapt the tasks and responsibilities to suit the development of language skills.

Understanding cultures helps

The best way to learn a language is by speaking, so the support of co-workers is paramount. Supervisors, employees from abroad, and the entire work community must have the ability to work together in a multicultural work community.

Esperi has organised information and coaching sessions for employees. In 2025, the company participated in a pilot project aimed at supporting multicultural work communities through workshops, for instance. The workshops discussed the mindsets and operating methods from different cultures and their impact on day-to-day life.

“We also provide guidance on how employees can support foreign colleagues’ learning by using plain language, for example. Clear communication benefits everyone,” says Ahtonen.

Work on multiculturalism is supported by the Inclusive Work Community and Cultural Diversity online training for our employees. During the first six months, it was already completed by nearly 300 employees.

Finland through the eyes of a foreigner – safe country, difficult language

Esperi employs approximately 970 foreign employees, slightly over ten per cent of our employees. In February 2025, we surveyed their experiences and development wishes.



The survey was sent to employees who are not Finnish citizens. The total number of respondents was 416, or 43 per cent of all of our foreign employees.

Thanks, challenges, and wishes

In particular, the respondents thanked the supervisors for their approachability and support, as well as the recruitment process and work communities. On average, they were also satisfied with their studies.

The respondents considered Finland to be a safe country, and most felt that they had settled in well.

The biggest challenge for the respondents is the Finnish language. The most popular way to learn Finnish was to practise it in day-to-day work with co-workers and residents, which emphasises the importance of social interaction in language learning.

The respondents hoped their co-workers would be patient and communicate clearly:

"The work is not difficult, but the language is – we cannot remember all the words in an instant."

"If something is unclear to us, explain it in a friendly, simple, and patient manner instead of making quick assessments of our skills. Try to see things from our perspective."

More information was especially requested on career development, HR matters and work tasks. In addition to language training, there were requests for supplementary training in, for example, emergency skills, work with disabilities and becoming qualified as a registered nurse.

Building a more inclusive work community

Almost one in four respondents said that they had experienced racism or discrimination at work, such as poor treatment due to language skills or racist behaviour from a resident or their next of kin.

"We do not tolerate racism or discrimination, and we continuously take measures to eradicate them. We are lowering the threshold for reporting inappropriate treatment and will intervene in all cases. We are also investing more in prevention," says Human Resources Director **Turo Turja**.

Some respondents felt that they were not allowed to learn demanding tasks. This makes it difficult to develop professional skills and advance in their career.

Esperi is committed to supporting the language skills of its employees and developing work communities to be more inclusive. A good example is the "Inclusive work community and cultural diversity" online course.

"The support and understanding of all employees is the key to an equal and caring workplace," Human Resources Specialist **Varpu Ahtonen** sums up.

Performer of the Month award winners in 2025

February

Esperi Koti Hannilanpirtti: Strong work community keeps quality high

At Hannilanpirtti, the first months of the year were spent planning and organising activities without compromising on basic work and quality. Residents' wishes are fulfilled whenever possible. The unit manager works hard to fill the resident places. The residents' families have thanked for the good care.

April

Saga Kaskenniitty: The power of community spirit and celebration of residents

Saga Kaskenniitty received the award for its Saga Gala, which focused on residents, employees, and the power of their community spirit. The gala was an inspiring example of how innovation and cooperation together can bring joy to the entire house.

April – special recognition

Life Ahead special award for Ainola: Quick action saved a life

The first Life Ahead special recognition was awarded to Hoivakoti Ainola, where nurses **Mette, Sini, Maija,** and **Irina** saved the life of a co-worker. The team's actions demonstrated how professionalism and rapid response are crucial in a medical emergency.

June

Esperi Hoivakoti Tervarinne: Strong digital cooperation with the next of kin

At Tervarinne, employees and the residents' next of kin communicate actively through the OmaEsperi app, and the positive feedback has increased the employees' motivation to use the tool to streamline day-to-day communication, keeping in touch and sharing news with the residents' next of kin.

August

Filsan and Esperi Koti Metsokangas: Together on the path to recovery

The story of **Filsan**, a student practical nurse, and resident **Ali** reminds us how one-on-one encounters can change a whole life. Filsan, who works in accordance with the MIELI recovery orientation, has succeeded in getting Ali to open up with the support of the entire Metsokangas work community.

October

Esperi Hoivakoti Lauttalampi: Rapid growth and strength in community

The occupancy rate of Lauttalampi in Kuusamo had been in decline. In three months, the number of residents increased from 16 to 30, and the good energy brought back former employees. Lauttalampi is an example proving that things can quickly turn for the better.



October – special mention

IT team: The invisible everyday heroes

A special mention was given to Esperi's IT team, which received a lot of likes in the vote. The excellent support is reflected in the smoothness of day-to-day work. Few workplaces give the IT team as much genuine praise – and our team really deserves it.

December

Esperi Hoivapalvelukeskus Tilkka: Planning on the residents' terms

Tilkka's Unit Director **Kirsi Rusila** and team leader **Anna Ieyn** were recognised for modernising practices with a genuinely resident-oriented approach. Planning has been brought close to the people whose lives the plans concern. Anna's guidance method has been widely praised in the work community.

A day in the nurses' shoes – managers in internship

We organised a management internship day for the second time. The managers worked alongside the nurses, encountering residents and employees.

The goal of the management internship day is to experience the day-to-day life and challenges of homes and to listen to the residents and employees. We asked three managers what they learned.

Eeva Ketola: "My respect for nurses grew even more"

A day in the shoes of a nurse at hoivakoti Aapo was eye-opening for Director of Quality **Eeva Ketola**, even though she frequently visits the homes.

"When washing residents, the petite nurses cared for them neatly and with such care, while I was sweating."

Ketola was also impressed by the effort made for the active lives of the residents.

"My respect for the nurses grew even more."

Stefan Wentjärvi: "I'd bring my next of kin to Edit any time"

CEO **Stefan Wentjärvi** worked at hoivakoti Edit in Pietarsaari. For him, the most rewarding thing was to see the employees' commitment to the wellbeing of the residents.

"People are taken good care of here. I could live in Edit myself and bring my next of kin here any time."

At lunchtime, a gentleman hurried to watch the sprint freestyle in which Finland won bronze in the Nordic World Ski Championship.

"The excitement and joy stayed with me so much that I had to make myself a celebratory cup of coffee at home."

Turo Turja: "I got good feedback on braiding hair"

Human Resources Director **Turo Turja** spent a day at Esperi Koti Hopeinen Kuu that offers housing services for mental health rehabilitation customers in Iisalmi.

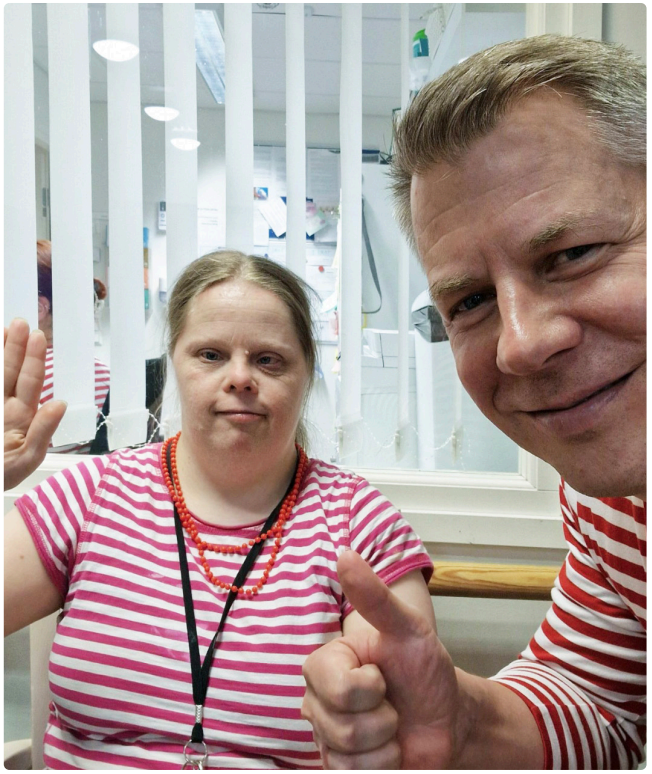
Turja participated in day-to-day tasks such as braiding hair.

"The resident was surprisingly happy with the end result. After all, at my daughter's day-care centre, they could tell when it had been my turn to braid her hair."

At first, there was a bit of initial tension with the employees.

"Once they noticed that I was a person like everyone else, the coffee table talks started to flow."

"The main impression I took away from the day was that one of the first signs of a civilisation is that we take care of those who are not able to do it themselves. Perhaps the most important observation of the day was that if something happens to me, I know that I would be taken good care of."



Aiming for an annual tradition

Read more about the internship day

Neurodivergent needs are considered in daily work

More and more Finns receive a neuropsychiatric diagnosis for, for example, ADHD or the autism spectrum. At Esperi, we have also invested in individual encounters with persons with neurodivergent characteristics and trained our personnel as neurodivergence coaches.

In late 2024, ten unit managers and team leaders working in our disability and mental health services graduated as neurodivergence coaches. The studies provide a basis for the identification of neuropsychiatric special difficulties and the guidance and rehabilitation of people living with them.

The training covered the assessment of disorders and solution-oriented and cognitive methods that can be used to support people in their daily life. The training also provided concrete guidance methods and tools for the work.

"The behaviour of a person with learning disabilities is easily explained by their disability, even if it may be due to sensory hypersensitivity, for example. When this is considered, functional capacity can be significantly improved," says **Katja Palm**, Team Leader at Esperi Koti Päivälehti.

The mind rests in the sensory room

For her degree, Palm created a sensory room at her workplace for relaxation and calming down. In the room, one can also experience sensations that would otherwise be lacking and support the perception of the body and the separation of sensory information.

"Many people with learning disabilities have limited sensory experiences if they are unable to seek out situations where sensing is possible," Palm says.

The sensory room in Päivälehto features a starry sky, a shiatsu seat and relaxing music. The sensations are strengthened, for example, by moving a nodule massage ball against the sole of the customer's foot.

The room is used actively, and the employees also use it. They can also have neurodivergent characteristics.

Everyone can use the practical tips of the neurodiversity training: dividing tasks into small parts makes the workload lighter, and rewarding oneself after a milestone achieved with a coffee break, for example, can improve coping.



What is neurodivergence?

Neurodivergence refers to disorders related to brain function. These are conditions and characteristics that affect behaviour, emotional life, and cognitive skills.

All people may have neurodivergent characteristics, but their number and manifestation vary. When a person is tired, they can become more pronounced. They can also change over time – for example, hyperactivity related to ADHD symptoms may decrease.

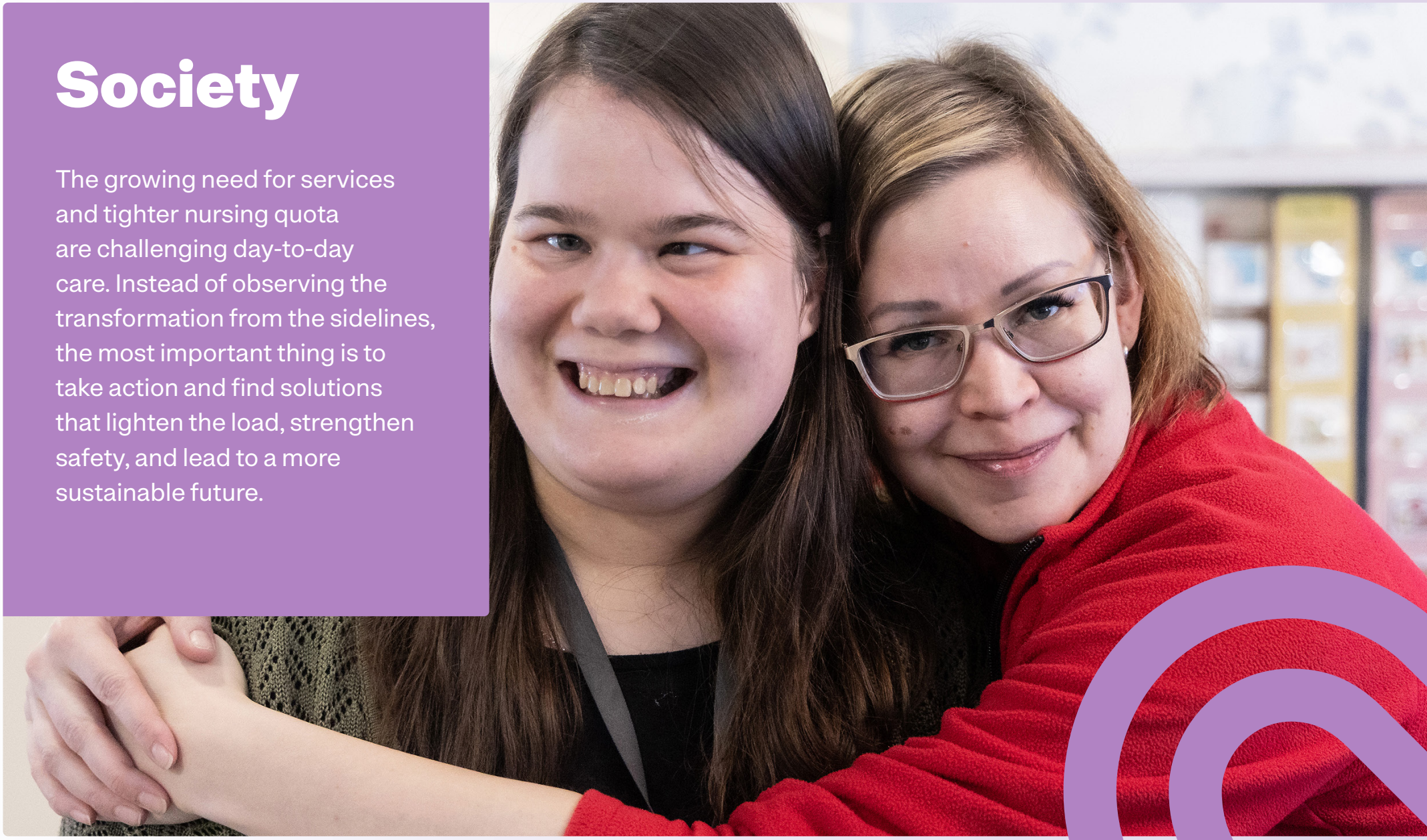
When the traits interfere with daily life or cause stress, they become neurodivergence-related difficulties. They are no-one's fault and one can learn to live with them with the right support.

There are also many strengths associated with neurodivergence, such as creativity, energy, and courage.

Watch more of Katja's story on our **Youtube-channel**.

Society

The growing need for services and tighter nursing quota are challenging day-to-day care. Instead of observing the transformation from the sidelines, the most important thing is to take action and find solutions that lighten the load, strengthen safety, and lead to a more sustainable future.



Population ageing challenges the service system

The ageing population affects all wellbeing services counties. Its impacts are particularly evident in the growing need for services, write **Jorma Haapanen**, Director of Services at the Wellbeing Services County of Kanta-Häme, and **Jani Nurisalo**, Sales and Marketing Director at Esperi.

The need for care services is often assessed using people over 75, but the greatest need for care is in the oldest age group. Almost 15 per cent of those over 85 need round-the-clock services, while the proportion is significantly lower in younger age groups.

The number of people over 85 may as much as double in the coming years. Changes in the demographic structure must be considered when planning the service network.

However, it is also important to see positive developments. Elderly people are in better shape than previous generations, and the progress of memory disorders can be slowed down with timely diagnosis and medication. This supports the functional capacity of the elderly for longer and helps balance future service needs.

Communal housing is still finding its place

In a financially challenging situation, new service models are needed. One promising solution is communal housing that is suitable for lonely but functional elderly people.

In the model, home care can be centralised in a single building, which is more reasonable than providing the service over a wide area.

However, communal housing has not found a clear role in wellbeing services counties. The challenges include identifying the right customer group and the costs of construction projects.

The positive thing is that regulation is more flexible than in round-the-clock assisted housing. This will enable the wider use of technology and hybrid models.

Around-the-clock service when home care is not enough

In recent years, the average duration of living in round-the-clock service housing has decreased. More demanding customers are treated at home, as many elderly people want to live at home for as long as possible.

However, the home environment is not always safe – especially for people who are lonely or have lost their functional capacity.

Round-the-clock service housing becomes necessary when home care services are no longer sufficient, such as when the need for night care increases. Loneliness can also be a decisive factor in moving.

Technological solutions, such as remote monitoring and medical services at home, make it possible to live at home longer. If these and home care are not enough, an assisted living facility provides a safe environment.



Jani Nurisalo, Esperi Care



Jorma Haapanen, Wellbeing services county of Kanta-Häme

Regulation limits the use of technology

The government has proposed changes to the legislation in the social welfare and healthcare sector with the aim of increasing the use of technology in day-to-day life. However, the proposal will not solve the problem if the nursing quota remains fully binding.

Wellbeing services counties and companies have invested millions in technologies such as AI-assisted recording and remote monitoring. The utilisation of innovations will remain limited unless regulation allows it.

Legislation and supervision have lagged behind technological developments. The current solutions

could ease the challenges of the service system, but regulation limits their use.

Collaboration is the key to future services

Safeguarding the service system requires everyone's contribution: wellbeing services counties' own production, private companies, and the third sector. It is necessary to move beyond the either-or thinking, as the services complement each other.

Public production should not be more expensive than private production, and comparing costs is important in both management and target setting. Open discussion about unit prices increases transparency and helps identify differences in productivity.

The adequacy and impact of resources require knowledge-based management. Tax euros must be used in the best possible way for the benefit of citizens.

Jorma Haapanen
Director of Services, elderly care services
Wellbeing services county of Kanta-Häme

Jani Nurisalo
Sales and Marketing Director
Esperi Care

Public-sector services should not cost more to produce than private ones, and comparing costs is essential for their management and objective setting.

- Jani Nurisalo, Sales and Marketing Director



Sustainable growth through acquisitions and new facilities

For Esperi, 2025 has been a year of strong yet measured growth. The network has been expanded throughout Finland in ways that ensure the continuity of care services and meet regional needs. The principle remains the same: growth is not an intrinsic value, but a way to build safe and life-affirming homes where they are needed.

Resident capacity grew by over 500

The acquisitions increased Esperi's resident capacity by over 500 during the year. The expansion has been exceptionally extensive: Esperi has acquired new homes in Lappeenranta, Hyvinkää, Vaasa, Kouvola, Hämeenlinna, Kerava, Oulu, and Jyväskylä, among others. At the turn of the year in 2026, 17 units transferred to Esperi from Medivida Hoiva.

Underlying the acquisitions is often the same concern as in many acquisitions in previous years: small operators are struggling with the more difficult operating environment and are looking for a solution that will secure the day-to-day lives of the residents. As a nationwide operator, Esperi can continue the operations and support the employees during the change.

Sebastian Knight, Head of M&A, describes the situation in the middle of a transition:

"It is important for us to ensure that every home continues to operate without interruptions and the residents continue to enjoy the same familiar everyday life after the change."

New homes complement the service network

In addition to acquisitions, also completely new homes are being developed. In 2025 we started construction of several new homes in Oulu and Rovaniemi, among other places, and new projects are underway in Salo and Muurame, strengthening our home network in 2026–2027.

As in previous years, new construction focuses on practicality, energy efficiency, and space solutions that support day-to-day life. The same guideline has been applied to homes completed in 2025 in Kangasala and Järvenpää, for instance.

"The new homes will ease regional capacity challenges and meet the growing needs of the ageing population. They are also important steps in the implementation of our strategy: we want to be the preferred choice for residents and wellbeing services counties throughout Finland," Knight says.

Expansion is an investment in the future

Growth is driven by one clear goal: to build a stronger care network in the long term. Growth also brings responsibility – new homes, Esperians, and residents offer the opportunity to develop services and operating models throughout the organisation.

In previous years, CEO Stefan Wentjärvi has emphasised that growth should not be a sprint, but a marathon that is carried out sustainably and carefully. The same idea is reflected in the expansion in 2025.

Branching out to different parts of Finland strengthens our common goal: to build homes where people can live a safe and meaningful life on their own terms. Acquisitions and new projects are a way of meeting the growing need for services; above all, they are an investment in the future, in which we all have life ahead of us.



It is important for us to ensure that every home continues to operate without interruptions and the residents continue to enjoy the same familiar everyday life after the change.

– Sebastian Knight, Head of M&A

Technology frees up time for care

In the care sector, we need solutions that reduce the burden on our employees and support safe day-to-day life. Technology does not replace people, but it can free up time for what is most important: presence and encounters.

At Esperi, we are deploying technology at a moderate pace. We test the solutions thoroughly and listen to users to ensure that the technology truly serves day-to-day needs.

Artificial intelligence to help with recording

Recording is essential for the quality and continuity of care work but takes up a large part of the time spent with residents.

In late 2025, we piloted an AI-assisted recording application at Esperi Hoivakoti Harjus together with Gosta Labs. Employees can dictate entries on a phone throughout the day, and the app structures the content for review.



"I believe this can improve the quality of records and make the work easier for our nurses. This will also help our foreign nurses," says **Eeva Ketola**, Director of Quality.

The pilot project will run until November 2026, and it will find out whether the application speeds up recording, improves the quality of entries, and reduces workload.

The aim is to reduce the time spent in the recording system and free up time for care and encounters.

Nighttime safety with radar sensors

During the night, caregivers need to be able to react quickly, but also to ensure peaceful sleep for the residents.

Esperi Hoivakoti Pakaasi is piloting a new radar sensor technology that detects movement without recording images or sound. The anonymous data is transferred to AI, which detects abnormal motion or falls and sends an alert to a nurse.

The solution aims to reduce unnecessary visits and improve customer safety. The aim of the pilot is not to replace human presence, but to ensure that employees are in the right place at the right time.

"There are already good experiences from similar pilots around the world. They have succeeded in significantly reducing falls," says Ketola.

Technology brings experiences to everyday life

Technology is not only a tool for efficiency, but also part of meaningful everyday life.

At Esperi Hoivakoti Laune, virtual cycling has brought residents the joy of exercise and landscapes from Sydney to Switzerland or their own childhood paths. They can go on a trip with their own nurse or next of kin, for example.

According to the employees, virtual cycling has also inspired those who are not usually interested in activities. At the same time, it has boosted community spirit and discussion among residents.

The journey continues responsibly, together with the users

The opportunities provided by technology are expanding rapidly, but the most important thing is exercise discretion when moving forward. Esperi builds new solutions in stages: starting with pilots, collecting feedback, and developing solutions together with employees and residents.

We want technology to:

- free up time for care
- increase safety
- reduce workload
- bring joy, experiences, and new ways of participating to everyday life

The core of care work remains unchanged, but new ways of supporting our residents and employees can be found. By taking advantage of these opportunities, we can give everyone more time to do what makes life good.

We prepare for exceptional and disruptive situations

The most important thing for us is that our residents are safe in our homes. In recent years, we have systematically prepared for diverse exceptional situations and disruptions.

“We have always been prepared for crises, but this strengthened during the COVID-19 pandemic. During the pandemic, we had to find out where to get the necessary equipment or who could work as a substitute and provide on-call services as the number of cases of illness increased,” says **Eeva Ketola**, Director of Quality.

Based on these lessons, Esperi prepared a contingency plan, especially for exceptional situations and disruptions in normal conditions. The important operating instructions of the plan can be read by every Esperi employee on the Essi intranet.

Action cards are a day-to-day tool at the homes

In addition to the general instructions, each of the homes has action cards in a visible place for major disruptions, such as a power outage, water supply crisis, shortage of medications, or fire.

The cards are adapted to local conditions and updated annually.

“Preparedness improves resident safety, so I think it is important that we prepare at different levels in each of our homes, such as by taking care of our emergency supplies,” Ketola emphasises.

Training and practising improve preparedness

Two preparedness training sessions were organised in autumn 2025. In addition to theoretical training, practical exercises have also been added in recent years.

Most recently, evacuation and the flow of information were practised with Pirha in an area where Esperi has homes for both disabled and elderly residents. According to Ketola, the exercises went well.

“We are not looking for exemplary achievements, but things that need improvement. Situational awareness and the flow of information are key - even when phones or electricity are not working. Then the action cards become invaluable,” he says.

The management team monitors the exercises and often participates in them. The lessons learned are saved for the future.



“Black swan is likely to appear when you least expect it. If you are prepared, you can act sensibly. I hope that every organisation practises for these situations,” Ketola emphasises.

CEO **Stefan Wentjärvi** reminds us of humility.

“We cannot guarantee that nothing will ever happen. Practice makes you better, but never perfect.”

Preparedness is also important for society.

“The private sector provides a large proportion of housing services. By preparing, we want to make sure we do out bit,” says Ketola.

Stars of the future

Esperi supports para-athletes on their journey towards their dreams.

The Stars of the Future group, coordinated by the Finnish Paralympic Committee, selects promising para-athletes to train towards sport at the highest level. This year, 16 athletes from six different sports were chosen – from swimming and athletics to goalball, para ice hockey, and equestrian sport. A new sport, paraboccia, was also included.

"Boccia is a precision sport where the aim is to get your own balls as close as possible to the target ball, the jack," explains **Vivi Virtanen**, Finnish champion in the sport's ramp class.

Through the Stars of the Future programme, athletes have a clear pathway all the way to the Finnish Paralympic team. Esperi is proud to support them on this journey. This support is important both for the development of Finnish para sport and for helping young athletes pursue their dreams. The role of para sport is growing all the time, and already one in two Finns follows the Paralympic Games.

"Role models matter greatly," says **Timo Mäkynen**, Partnership Manager at the Finnish Paralympic Committee. "We want to encourage everyone to take part, move, and enjoy sport."

Boldly trying something new

Corporate partnerships help in achieving goals. In addition to supporting future stars, Esperi also backs para-archer **Jenna-Maria Pekkonen**. At the age of 18, the 28-year-old Jenna-Maria began using a wheelchair. After that, she sought new meaning in her life through archery.

"Archery is suitable for everyone," Jenna-Maria says. "Any potential limitations can be addressed, for example, with assistive equipment."

Jenna-Maria decided to try the sport under the guidance of a coach specializing in para-archery. Her talent quickly became apparent, and alongside training, she began competing. Her plans include international competitions, with the most important goal being the Summer Paralympic Games in Los Angeles in 2028.

"You should follow your dreams – whether it is archery or something else," Jenna-Maria encourages. "I started from zero, and now I am a national team athlete. Archery has brought an incredible amount of joy and meaning into my life."





Systematic work towards carbon neutrality

In 2025, we reduced our total emissions by 52 per cent compared to the base year 2023. All homes are now powered by renewable electricity and district heating.

"We have taken big steps towards our goal of becoming carbon neutral by 2030. The full transition to renewable energy was a significant turning point," says **Tomi Rosqvist**, Director of Real Estate and Environment.

In 2025, Esperi registered with the Science Based Targets initiative (SBTi), which provides a science-based framework for climate goals. SBTi is currently validating Esperi's targets, and the carbon roadmap updated in the summer continues to steer the work towards emission reductions in line with the 1.5 degree climate path.

"The carbon roadmap is a practical tool that we use to monitor our development every month. In total emissions, we are already well below our milestone," says Rosqvist.

Renewable energy and more accurate data

In 2025, the focus was on energy and procurement. The guarantee of origin agreement signed with Porin Energia ensures that all Esperi homes use renewable district heating.

Solar power projects also progressed rapidly: by the end of the year, 40 Esperi homes had had solar panels installed or had agreed to their installation. The combined electricity production of the panels already exceeded 600,000 kilowatt-hours, and in 2026, this will increase to approximately one million – four per cent of Esperi's annual electricity consumption.

"Four per cent sounds small, but it corresponds to the consumption of a couple of hundred detached houses. Mighty oaks from small acorns grow," Rosqvist says.

Partners involved in emission reductions

Environmental work is not limited to Esperi's own actions. In 2025, Esperi prepared the first emission reduction guidelines and updated the environmental criteria for the supply chain. Partners are encouraged to provide more accurate emissions data so that Scope 3 emissions accounting will be based on actual figures instead of estimates.

In addition, all significant suppliers have now signed the Esperi Code of Conduct.

"When partners commit to the same goals with us, the impact multiplies," says Rosqvist.

The majority of indirect emissions come from catering services. Procurement focuses on day-to-day efficiency: monitoring food waste, optimising packaging sizes, and increasing plant-based options.

"By increasing plant-based options and changing the recipes, we can significantly reduce the environmental impact of the food chain."

From energy audits to waste management

Energy consumption remained almost unchanged despite the growing number of homes. The statutory energy review carried out together with Sustera Oy identified new areas for improvement in heat management and building services.

"We switched to geothermal heat in several premises. We plan new buildings with energy efficiency and renewable energy in mind," says Rosqvist.

In waste management, a transition from municipal to private waste collection was prepared; this which will be the most significant change in 2026. Thanks to the change, waste data can be collected in a single

When partners commit to the same goals with us, the impact multiplies.

– Tomi Rosqvist, Real Estate and Environmental Director

"The nurses are so nice, and I can freely be myself."

–Resident, Esperi Hoivakoti Kärjenpuisto



system, and the recycling rate of different homes can be monitored more closely.

The goal is to significantly increase the recycling rate from the current 40% by increasing the number of collection containers, training employees, and improving the monitoring.

A look at 2026

Long-term work will continue. The number of solar panels will continue to increase, and carbon footprint calculations will become more precise as the data from partners improves.

"The big energy decisions have already been made, but the development work does not stop. Environmental responsibility is reflected in every day-to-day choice – both in Esperi's homes and with our partners," Rosqvist summarises.

"I've got my life on track, and I love living here."

––Resident, Esperi Koti Sarka

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Sustainability information

Esperi's sustainability information compiles key indicators, metrics, and targets related to the themes that are material to the company's responsibility. The information supports and complements the actual sustainability review in three key responsibility areas: environmental, social, and financial.

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Environmental data

Greenhouse gas emissions	2025	2024	Base year 2023
Scope 1 greenhouse gas emissions			
Gross Scope 1 greenhouse gas emissions (tCO_2-e)	755	780	530
Scope 2 greenhouse gas emissions			
Location-based gross Scope 2 greenhouse gas emissions (tCO_2-e)	4,816	5,095	6,077
Market-based gross Scope 2 greenhouse gas emissions (tCO_2-e)	568	5,962	16,652
Significant Scope 3 greenhouse gas emissions			
Total gross indirect (Scope 3) greenhouse gas emissions (tCO_2-e)	20,088	21,704	26,743
1 Purchased goods and services	12,158	12,881	18,828
3 Fuel- and energy-related activities (not included in Scope 1 or Scope 2)	2,777	2,818	3,031
7 Business travel	3,762	4,601	4,884
Total greenhouse gas emissions			
Total greenhouse gas emissions (location-based, tCO_2-e)	25,659	27,578	34,563
Total greenhouse gas emissions (market-based, tCO_2-e)	21,411	28,445	45,137

Energy consumption and energy mix	2025	2024	Base year 2023
Total consumption of fossil energy (MWh)	2,921	16,761	13,861
Share of fossil energy sources in total energy consumption	4%	25%	22%
Consumption of energy from nuclear sources (MWh)	447	25,052	11,248
Share of nuclear energy sources in total energy consumption	1%	37%	18%
Consumption of fuel from renewable sources, including biomass (MWh)	0	0	0
Consumption of acquired electricity, heat, steam, and cooling from renewable sources (MWh)	62,478	26,062	37,295
Consumption of self-generated renewable energy not from fuel (MWh)	684	300	91
Total consumption of renewable energy (MWh)	63,163	26,362	37,386
Share of renewable energy sources in total energy consumption	95%	39%	60%
Total energy consumption (MWh)	66,531	68,174	62,494

Greenhouse gas emission targets (base year 2023)	2030
Gross Scope 1 greenhouse gas emissions (tCO_2-e)	42%
Location-based gross Scope 2 greenhouse gas emissions (tCO_2-e)	42%
Market-based gross Scope 2 greenhouse gas emissions (tCO_2-e)	42%
Significant Scope 3 greenhouse gas emissions	51.6%

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Social responsibility data

Sustainability targets

Metrics	2026 target	2025	2024	2023
eNPS	35	30	32	34
LTIF Lost Time Accident Frequency	<10	10	15	Not available[1]
Short absences from work due to sickness	<5.3%	5.9%	6.0%	6.2%
All absences from work	<8%	8.3%	8.0%	8.3%
Turnover of permanent personnel	<15%	12.9%	18.9%	28.3%
Serious deviations / 1,000 care days	0.02	0.019	0.015	0.08
NSS (net safety score)	70	70	65	62
NPS (net promoter score)	53	50	48	41

Characteristics of own workforce

Characteristics of employees with employment contracts	2025	2024
Total number of employees	7,153	7,158
Total number of employees (women)	6,255	6,278
Total number of employees (men)	897	880

Health and safety indicators	2025	2024
Employees covered by occupational health and safety	100%	100%
Fatalities due to work-related injuries and health issues	0	0
Number of work-related injuries	83	122
Work-related injury frequency rate	10	15
Number of work-related health issue cases / occupational diseases	2	6
Number of lost days due to work-related injuries and fatalities	1,813	1,991

Training and skills development indicators	2025	2024
Employees who had development discussions[2]	61%	54%
Average training hours per employee	8.0	7.8

[1] Comparable data is not available due to a change in the calculation method.
[2] Development discussion data have been reported using a weighted average in accordance with the ESRS reporting standard.

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Economic responsibility data

Key performance indicators

Group, IFRS 1,000€	2025	2024	2023
Revenue	473,380	449,130	398,352
Revenue growth	+5.4%	+12.8%	+20.2%
Average number of employees	7,374	7,315	7,107
Wages and salaries	214,597	211,812	188,960

Tax footprint

Tax footprint 2025	1,000€
Taxes	
Income taxes	5,239
Paid value added taxes*	528
Unrecoverable value added taxes**	9,652
Property taxes	1,817
Transfer taxes	361
Total	**17,597**
Taxation on wages and social benefits	
Withholding taxes	**44,687**
Other payroll-related payments	
Employer's contributions to pension funds	38,099
Employer's contributions to unemployment insurance	1,157
Accident and group life insurance premium	1,243
Health insurance premium	4,004
Total	**44,502**
Grand total	**106,786**

*Real paid value-added tax of the Group, considering allowed deductions.

**Value-added taxes that have not been deductible.

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