



BARONA'S ANNUAL REPORT 2024

barona

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1 ABOUT BARONA

Barona was established in 1999, and it is one of the largest employers in Finland. We build solutions where work, learning, wellbeing and technology form the foundation for a sustainable working life. Our vision is to be the most impactful working life growth platform for people and companies in the Nordic countries.

Barona is divided into six service categories: Work, Learning, Wellbeing, Global, Experts and Outsourcing. In addition, we provide services through specialised working life companies, such as Saranen Consulting, Arffman and Finland Relocation Services.

Barona is Finland's largest private employment company. Barona's primary operating area is Finland, but it is seeking growth also in other Nordic countries. In Finland, we operate at 38 locations and serve our customers in almost all industries. We operate internationally in nine countries: In addition to the Nordic countries, also Estonia, Poland, Slovakia, Spain and North Macedonia. In 2024, our revenue was approximately EUR 402 million.

Our goal is to make our clients' world more predictable and help solve their strategic problems with technology and service solutions. We are a

significant recruiter of international work force and the leading relocation service provider in Finland. We offer comprehensive warehousing and logistics solutions at our Avialogis logistics centre.

We lead the way for establishing new ways to work and employ. Barona enhances careers and increases competence in working life. We are a significant education provider for adults in Finland by helping approximately 15,000 people each year to develop their competence for working life needs.

Our goal is to build a more human and responsible working life. Barona aims to be a pioneer of responsible business and social influence – our employees, clients and other stakeholders expect this of us. Responsibility is one of Barona's four core values.

Barona is a member of the [Bravedo community](#), a group of approximately 30 bold companies. The companies in the Bravedo community help their customers to create completely new technological applications and business solutions, as well as impactful social and health services.

About this Annual Report and the Responsibility Report

- This Annual Report covers Barona Group's business operations in Finland, taking into account the entire value chain of operations from the supply chain to customers. The Barona Group companies included in the report are listed in Appendix 1.
- The Responsibility Report included in the Annual Report focuses on Barona Group's business operations, results and governance practices, risks and opportunities. Barona's administration is governed by the Bravedo Group's practices, which is why information focusing on governance is partly excluded from this report and processed at Group level in Bravedo's sustainability statement.
- The economic and personnel data also include the international operations, unless otherwise stated.
- The Responsibility Report is informal, but it follows the form of the sustainability reporting standards (ESRS) in accordance with the EU Sustainability Reporting Directive (CSRD), where applicable. As a result of the transition to CSRD-compliant reporting, we have abandoned the GRI framework.
- Barona is part of Bravedo community, which has prepared the first consolidated sustainability statement that complies with the ESRS standard, where applicable. The sustainability statement has not been assured by the auditors.

BARONA'S KEY FIGURES

Established in

1999

Barona is

100%

Finnish-owned
company.

We operate in Finland in over

30

locations and internationally
in 9 countries.

Barona employs almost

3,000

foreigners. Barona's
employees represent
a total of almost 100
nationalities.

We help more than

5,000

foreigners develop their
skills or find a job in
Finland every year.

We direct some

1,300

people facing the risk of
reduced work ability to new
career paths.

**BARONA IS PART OF
BRAVEDO, A COMMUNITY
OF BOLD COMPANIES.**

BARONA'S YEAR 2024 IN FIGURES





1.1 CEO'S FOREWORD

Dear reader,

you are reading Barona's Annual Report, which covers our operations in 2024 and includes our Group's Responsibility Report.

2024 was a challenging year for us. Our main market, Finland, was in recession, which had a significant impact on Barona's pro-cyclical main business, i.e. personnel services. Our revenue declined, but we nevertheless managed to improve our profitability, which is an excellent achievement in a weak economic cycle.

In 2024, we continued our strategic renewal. Early in the year, we implemented one of the most significant organisational restructuring in the company's history by dividing Barona's operations into four business areas. The restructuring simplified the organisational structure and clarified the customer experience. The results of the reform started to reveal during the year, for example, in improved cooperation between the units.

Our responsibility reporting is currently in a transition phase. Barona is preparing for reporting in accordance with the EU-wide CSRD. Although the Omnibus reform provided us with additional transition time, we have already adjusted our reporting to meet future requirements. The progress of our reporting is reflected in Bravedo's first consolidated sustainability statement, which complies with the ESRS standard where applicable.

The year 2024 included numerous highlights that illustrate Barona's extensive impact on Finnish working life. We are one of the largest employers in Finland, and our efforts related to wellbeing reduced our employees' mental health-related absences by approximately 20%. In autumn 2024, we took a significant step in climate work and joined the Science Based Targets initiative. You can read more about Barona's responsibility work in this report.

At Barona, we are motivated by the social impact of our company's operations. This is demonstrated by the Upright analysis, which surveys the net impact of companies; according to it, Barona's overall impact is very positive. Our overall score is +53, placing Barona among the world's top 20% in terms of impact.

The year 2025 began in Finland and also globally in an uncertain atmosphere. However, one thing is certain: once the Nordic region returns to growth phase, the shortage of skilled workers will become an acute challenge in many sectors. When there is a need for e.g. international recruitment, developing employees' competence or recruitment needs for green transition projects – we have a solution to all of these.

Dear reader, thank you for your interest in Barona. We are constantly developing our business and responsibility work, and this Annual Report gives you an overview of our operations in 2024.

Best regards,
Lassi Määtä, CEO, Barona

2 BUSINESS REVIEW OF 2024



2.1 BARONA'S BUSINESS OPERATIONS IN 2024

Barona's year 2024 was challenging. In Finland, the company's main market area, the economy was in recession, with GDP lagging behind compared to the previous year. The personnel needs of companies were at low level, which weakened the demand for Barona's main business, personnel services. The shortage of skilled workers temporarily eased as there were many job applicants compared to the number of vacancies.

Towards the end of the year, the Finnish economic situation and total production began to recover. In addition, interest rates decreased. However, there were still significant uncertainties related to the overall economic development at the global level. As a result, the growth phase was not yet reached at the end of 2024.

Barona's revenue in 2024 totalled EUR 402 million. According to Employment Industry Finland, the revenue of the largest companies in the sector decreased by 6.6% last year compared to the previous year. During the period, the revenue of

the Barona Group operations decreased by 9.3% compared to the previous year 2023.

Barona's main objectives for the 2024 financial year were to improve profitability, grow customer accounts and develop the solutions business and cross-selling. Profitability was successfully increased, with operating profit of EUR 14.6 million generated in 2024. The operating margin also improved year-on-year to 3.6%. To support cross-selling, we clarified the service portfolio and built even better tools to support the sales personnel. In the solutions business, we increasingly shifted our focus to sales operations that combines different businesses.

Barona received more than 311,000 job applications in 2024. This was 37% fewer than in 2023, mainly due to a significant decline in job applications from Asia. Barona had a total of 6,372 job announcements, which was 26% fewer than in the previous year. The decline in the number of job announcements is attributable to the general weak economic situation.

Strategic development

Barona revised its strategy in 2021, and the strategy was updated in 2024. The core idea of the One Barona strategy is to create a sustainable future for working life for people and companies in the Nordic countries. We build solutions based on work, learning, wellbeing and technology.

In the organisational restructuring implemented in early 2024, Barona's operations were divided into four business areas, to which all functions related to industries and regions were transferred. These business areas are Industry and Construction, Logistics and Services, Professionals and Learning and Wellbeing. In the restructuring, also support functions, such as HR and marketing, were more closely linked to the promotion of common business goals.

Barona's service solutions are:

- Work
- Learning
- Wellbeing
- Global
- Experts
- Outsourcing

The most extensive organisational restructuring in Barona's history simplifies the organisational structure and facilitates the implementation of strategic goals at different levels and in different industries. The reform clarified customer work, increased cross-selling of different services and harmonised internal processes. A more uniform Barona will make Barona Group more reachable to both corporate and private customers. Following this organisational change, significant strategic organisational restructuring has been completed in the Group.

As part of the implementation of the One Barona strategy, the company's brand strategy was revised. The aim of the brand strategy is to make the Barona Group and its separate companies easier to understand as a whole, consisting of numerous units with special expertise, all of which are linked to a common parent brand. Numerous projects supporting the goal were carried out in 2024, such as updating Barona's visual identity.

In early 2024, Barona disposed the majority holding in Frontliners Oy. In addition, Barona disposed its holding in Zeroni Oy in 2024. During the year, the Group increased its current holdings in Koutsit Group Oy, Medimanageri Oy, WMRT Construction Oy and the Swedish companies Uggle Sweden AB and Barona Human Resources Services AS.

Barona continued to prepare for responsibility reporting aligned with the new CSRD legislation in 2024. Therefore, we have abandoned the GRI framework and started to align reporting with the ESRS requirements. Key internal stakeholders were involved in the development of reporting. Reporting was enhanced by acquiring a technical platform for reporting.

In 2024, we continued to improve the experience of private customers and our digital services. You can read more about them from [page 31](#).

BARONA’S SERVICE CATEGORIES

barona					
barona WORK	barona LEARNING	barona WELLBEING	barona GLOBAL	barona EXPERTS	barona OUTSOURCING
Flexible work solutions	Agile learning solutions	Work wellbeing solutions	Global talent solutions	Expert and executive talent solutions	Impactful outsourcing solutions
	    			  	

VISION

To be the most impactful growth platform in working life for people and companies in the Nordics.

PROMISE

Barona is the solution.

PURPOSE

We create a sustainable future for working life.



barona

THE SOLUTION HOUSE
FOR WORKING LIFE

MISSION

We build solutions where work, learning, wellbeing, and technology form the foundation for a sustainable working life.

WORK. LEARNING. WELLBEING.

Development in the business areas

The year was challenging in the Industry and Construction business area. Due to the recession, the personnel needs of industrial and construction companies were generally low. Major investment projects, such as the construction of data centres, on the other hand, resulted in new growth. In 2024, the business area identified two common strategic priorities: supporting green transition projects and international work force solutions. In 2024, personnel employed in green transition projects by Barona in Finland, Sweden and Norway increased by more than tenfold.

The total revenue of the Industry and Construction business area was EUR 112.5 million. Compared to the previous year, it decreased by 15%.

In the Logistics and Services business area, the overall business development was positive, considering the prevailing market situation. The demand for staffing increased significantly in the retail sector, which was the largest growth segment in the business area. In particular, the solutions business grew significantly in the retail sector. The Avialogis logistics centre was in full capacity, and a decision to expand the AutoStore automation system was made in 2024. In addition, Barona carried out the first outsourcing of internal logistics in a new customer segment. In the hotel and restaurant industry, the demand for personnel services was slightly lower than before, but we

took new steps in public-sector restaurant service accounts. In the social and healthcare sector, the situation in the wellbeing services counties had a strong impact on the market situation and demand for services. However, the demand for the services of Medimanageri, which offers doctor staffing, remained high and the shortage of nurses was alleviated by international recruitment.

In general, the Logistics and Services business area's revenue was EUR 179 million, which was five per cent lower than in the previous year. The profitability of the business area improved significantly.

The outsourcing services and solutions business of the Professionals business area, such as services provided from service centers, grew in 2024 and generated approximately one-half of the business area's revenue. Numerous new projects were implemented in the IT sector in local and remote support services as well as customer service and sales solutions. The recruitment and resourcing needs of experts and management remained at a very moderate level throughout the year. Due to weak demand, operations had to be adapted to the market situation. The psychologist services business also declined slightly compared to the previous year.

The total revenue of the Professionals business area was EUR 76.2 million. It decreased by 10.9% year-on-year.

In the Learning and Wellbeing business area, the year 2024 was characterised by preparations for the TE2024 reform, in which the management of public employment is transferred from the state to new employment areas formed by municipalities. The change affects the majority of the business area's operations. Clients' preparations for the change already affected the employment services provided by Saranen, Talentgate and Arffman. Demand for relocation and advisory services related to change negotiations remained strong throughout the year. Close cooperation with employment pension companies continued, and active work was also carried out to enhance the learning of employees in the Learning and Wellbeing companies.

In general, the Learning and Wellbeing business area's revenue was EUR 31.2 million, down 1.4% year-on-year. Correspondingly, the combined profitability of the Learning and Wellbeing business area improved significantly compared to 2023.

Business operations in other countries

Barona's foreign business is focused on the Nordic region. The most extensive foreign business is in Sweden, where Barona operates in the customer service, industry, IT, HR and finance sectors. Investment projects in northern Sweden are a significant growth area.

In Sweden, the market environment was challenging in 2024, especially in expert sectors. On the other hand, the resourcing business related to industrial investment projects grew by approximately 50%. The business strategy for Sweden has been revised and sharpened, and the direction of the business was positive towards the end of 2024. In general, revenue in Sweden decreased by 15% year-on-year.

In Norway, Barona operates in the construction sector through offices in Oslo, Drammen and Moss. The operations are based on international recruitment targeting electrical engineering and pipe installation tasks. In 2024, revenue decreased by 28% year-on-year, particularly in the Oslo area, due to significant legal restrictions on staffing. As a result, Barona has changed into a subcontracting model in service production, which was developed during 2024. In addition, the weak economic situation in the construction sector affected business demand.

In late 2024, Barona closed its local office in Denmark due to insufficient growth in a highly competitive market. Despite the change, Barona will continue to serve Danish business customers focused on the IT industry from the Malmö office in Sweden.

In 2024, Barona's revenue in the other Nordic countries amounted to EUR 23.4 million. It decreased by 17.2% compared to the previous year.

Barona has nine sales, customer service and back office service centres in Finland, Sweden, Poland and Spain. These units operate as service production centres for clients in the Nordic region. In addition, Barona is a co-owner of a service centre in North Macedonia. The company also has operations in Slovakia and Estonia.

In spring 2024, Barona expanded its service centre operations in Fuengirola, Spain, by opening a new office in Mijas. The new office provided additional space for approximately 200 employees. At the end of 2024, Barona had approximately 360 employees in Fuengirola. Barona is one of the largest private employers in Fuengirola.

In spring 2022, Barona started the disposal process of the Russian business and leaving the Russian market. The contract of sale for the Russian businesses was signed in 2023 and it was pending approval by the Finnish and Russian authorities.

In 2024, the sale was approved by the Finnish Ministry for Foreign Affairs, but the Russian authorities did not approve the sale. The exit process of the Russian business will be completed during 2025.

Overall, Barona's foreign business in 2024 amounted to around EUR 41.3 million, a decrease of approximately 8.1% compared to the previous year.



2.2 BARONA AS A CREATOR OF VALUE

Barona creates value through its economic, social and societal influence.

Our financial impact is reflected in Barona's tax footprint, which amounted to EUR 166.4 million in 2024. Barona's tax policy is based on the company's strategy and values. We aim to be a responsible and transparent taxpayer. We strive to establish interactive cooperation with tax authorities. We continued our enhanced client cooperation with the Tax Administration, which began in 2018. Enhanced cooperation is an OECD-recommended preventive and transparent operational model for handling tax-related matters. Within the framework of this cooperation, unclear tax-related matters and issues are addressed in advance through continuous dialogue.

Our social and societal influence is based on our position in the labour market and the value chains of our stakeholders. Our influence is the sum of many factors.

Our social impact arises from our ability to provide employment, increase the total Finnish work force,

give meaning to individuals' lives through our work, educate and care for the wellbeing of our employees. Barona is one of the largest employers in Finland, and we take our responsibility seriously. We play a key role in the working life and daily life of thousands of people working in Finland. The development of individuals' employability and their wellbeing are at the core of Barona's strategy.

Finland's dependency ratio is deteriorating every year, meaning that the number of working-age people is decreasing. According to Statistics Finland, the number of working-age people was at its peak in 2009 and decreased by 136,000 people in the 2010s. At the same time, Finland is suffering from a severe shortage of skilled workers that concerns nearly all fields and industries, and a mismatch between labour demand and supply due to several factors.

To our minds, the right to work is a fundamental right, and Finland needs the contribution of the entire working-age population. Regardless of their age, gender, ethnicity or other personal characteristics, everyone should be offered suitable work to make a living and feel that they contribute to society in a meaningful way. Companies need personnel, training and wellbeing services to ensure that they always have enough skilled workers to meet their human resource needs.

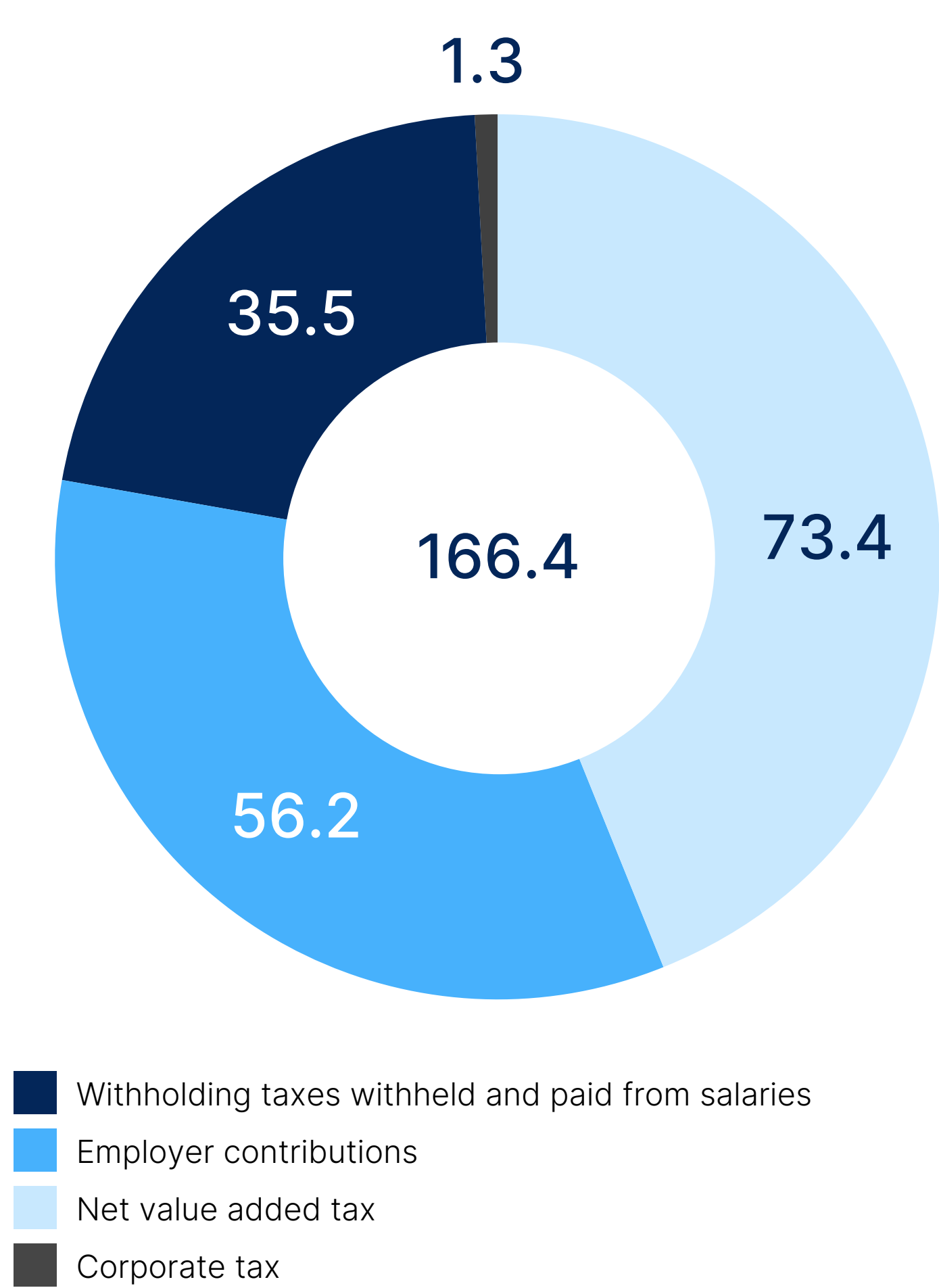
Barona has solutions for these challenges. We act as a link between employees and employers. We

offer work, training and coaching opportunities to job-seekers. We help municipalities find employment for unemployed job-seekers. Barona is an expert in employing unemployable and partially disabled people. We cooperate with educational institutions and help them develop their selection of courses to meet the needs of businesses. We provide companies with flexible staffing services and comprehensive solutions, which include software development and consulting services.

According to an Upright analysis measuring the net impact of companies globally, [the overall impact of Barona](#) is very positive and significant. The Upright model measures the positive and negative impacts of organisations and makes the value creation of companies in all sectors comparable. Barona's overall score is +53. The biggest positive impacts come from job creation, taxes, accumulation of competence and know-how and generation of the experience of meaningfulness. About 80% of the more than 10,000 companies worldwide modelled by Upright at the most detailed level have a weaker impact on the world.

**We act as a link
between employees
and employers.**

BARONA’S TAX FOOTPRINT IN 2024 (€M)



UPRIGHT: BARONA’S NET IMPACT 2024



Net impact ratio +53

Upright’s model calculates companies’ net impact by using a machine learning-based technology that processes data from millions of scientific articles and other data sources.

BARONA AS A CREATOR OF VALUE

RESOURCES

Economic capital

- Turnover 402 million euros (pro forma)
- Operating profit 14.6 million euros
- Financially sound and stable company
- 100% domestic ownership

Human capital

- Motivated personnel
- Personnel competence and its development
- Investing in the wellbeing of personnel and their ability to work

Intangible capital

- Barona brand and brand portfolio
- Barona's service solutions
- Information systems and data
- Responsible operating models

Social capital

- Employee networks
- Client relationships
- Stakeholder and partner networks
- Cooperation with the public sector

Natural resources

- Water 281 m³
- Energy 3,457 MWh



THE SOLUTION HOUSE FOR WORKING LIFE

We are the most impactful growth platform in working life for people and companies in the Nordics.

WORK. LEARNING. WELLBEING

IMPACT

Economic impact

- Salaries and remuneration 271.8 million euros
- Tax footprint 166.4 million euros
- Pensions 45.1 million euros
- Indirect employee expenses 11.1 million euros

Environmental impact

- Greenhouse gas emissions 22,604 tCO₂e (scope 1, 2 ja 3)
- Emissions intensity 56.2 g CO₂e (scope 1, 2 ja 3)

Social and societal impact

- Employment created: (FTE) 6,462
- Employing young people 46% of personnel are under 30
- Employing immigrants and increasing the diversity of the business sector
- Työvoiman osaamisen vahvistaminen
- Työturvallisuuden edistäminen
- Työvoiman hyvinvoinnin parantaminen

Long-term societal impact

- Improving employment rate
- Securing companies' growth and readiness for change
- Mitigating the convergence problem
- Preventing marginalisation and social exclusion
- Increasing the intellectual capital of the workforce
- Improving equality in working life

2.3 BARONA'S MANAGEMENT SYSTEM

Barona's responsibility work is managed as part of the company's operational activities. Barona Oy's four-member Board of Directors monitors the Group's operations and management. The Board of Directors decides on the Group's strategy, corporate restructuring and significant investments. The Board of Directors also approves Barona Group's Responsibility Report.

The Chair of the Board is **Taru Tujunen**. The other members of the Board are **Juko Hakala**, **Tommi Kajasoja** and **Markus Oksa**, one of Barona's founders. The Board of Directors does not have direct employee representation.

Barona's strategy guides the company's management system, which was revised in early 2024. Barona is organised so that it responds to regional and sector-specific special needs.

Operational activities are managed by Managing Director Lassi Määttä, together with the extended

management team: **Juho-Pekka Nojonen**, industry and construction business area; **Juha Martiskainen**, logistics and services business area; **Harri Alamäki**, professionals services business area; **Janne Lindfors**, learning and wellbeing business area; **Jussi Ropo**, finances and responsibility; **Marita Paajaste**, HR; **Elina Santalahti**, global work force; **Henrik Rantala**, private client experience; **Mikael Nuotio**, technologies and digitalisation; **Venla Rapila**, digital client experience; **Petra Leinonen**, procurement; **Anna Jalonen**, strategy.

Barona's operational responsibility activities are managed by Barona's CFO, who reports to the Board of Directors together with the company's Management Group. The CFO gives the Board of Directors an annual responsibility report. The finance, communications and sales support teams participate in the measurement, reporting and development of responsibility. In addition, the personnel responsible for employment relationships and HR matters plays a key role in the implementation and development of the company's personnel policy. All Barona employees contribute to the implementation of responsibility work. Barona's responsibility work is based on active interaction and dialogue with clients, employees and job applicants.

Read more about our governance structure in Bravedo's sustainability statement.

Barona employees

Barona's personnel consists of three employee groups: employees working at Barona's offices, employees working at units managed by Barona for clients, and employees working at clients' locations. Units managed by Barona include the Avialogis logistics centre and service centres. Employees working at client locations are Barona employees, but they work in the client organisation under the management and supervision of the client company.

2.4 RISK MANAGEMENT

Barona has a Group-wide risk management policy that applies to the entire Bravedo company community, of which Barona is a member. The policy covers risk management objectives, practices and responsibilities.

Barona's risk management is based on continuous development and improvement. Risk analysis is a constant process that includes risk identification and the assessment of risks' likelihood, impacts and significance.

Barona's Management Group is responsible for Barona Group's risk management. Barona's risk assessments and risk management measures are reviewed and approved annually by the Management Group. The company management actively monitors the development of the business environment and risk situation and sets development goals.

Risk management is led by the CFO together with the risk management team. The risk management team consists of the safety manager, chief information and information security officer, security personnel, human resources management,

chief legal officer, and communication and business management. The risk management team makes operational decisions concerning safety and security and maintains security-related documentation authorised by the Management Group. The risk management team meets quarterly or as required.

The overall assessment of risks, meaning the risk mapping of group-wide key areas or their updating, is carried out annually or more frequently if necessary, if significant changes are observed in the operating environment. Risks are divided into the following categories: strategic, operational and financial risks, and risks of damage. Risks are also analysed based on their likelihood and potential impact. Risk management has also been extended to the supply chain and service providers.

Barona's identified key business risks include the sector's cyclical sensitivity, availability of work force, increased competition, data security, reputation and attractiveness as an employer, availability of electricity, increase in costs, the impact of exceptional events on clients' business and employee absences, and changes in legislation or collective agreements.

By 2027, the risk management policy will be specified further so that the assessment of sustainability risks in accordance with the CSRD materiality assessment criteria will be part of the annual business risk assessment.

The identified risks have been addressed, for example, by strategy reform, by increasing international recruitment and by developing the employer image. The use of risk management systems has been expanded and risk management workshops have been held with the business units. Personnel absences and wellbeing challenges have been addressed through prevention and maintenance of working ability. We have added back-up connections to our offices and created working methods for a physically decentralised business model. Information security processes have been developed and software and application development processes have been specified further.

Barona's risk management is monitored electronically and regularly evaluated. Barona uses an electronic risk management system to keep the situational picture up to date. The company's development areas are determined based on risk analyses. Further actions are determined, responsible persons are named, and an initial target schedule is prepared.

In 2024, the importance of risk management and security of supply was increasingly emphasised. In supplier chains and customer relationships, the NIS2 directive, which entered into force in early 2025, among other factors, has increased the importance of risk management. The continuity of business operations is also significantly affected by the ability of partners and suppliers to manage the risks relevant to their own business operations

and service production. This has been reflected in assessments of supply chains and critical suppliers, which review the partners' ability to manage risks and provide services securely, and assess security maturity.

We have used external experts that provide independent insights for surveying and preventing risks in our internal risk assessments.

2.5 BARONA'S COOPERATION AND STAKEHOLDERS

Barona cooperates closely with various stakeholders.

Business clients expect us to provide flexible and responsible personnel services, increasingly comprehensive solution packages and insight into the future of working life. Public labour authorities and municipalities expect Barona to have the capacity to solve unemployed job-seekers challenges reliably and efficiently. Employee pension insurance companies need versatile services for employing rehabilitees and partially disabled people. Educational institutes consult us on the current competence and educational needs of the corporate sector. Our cooperation with government authorities is often related to streamlining job search and permit processes.

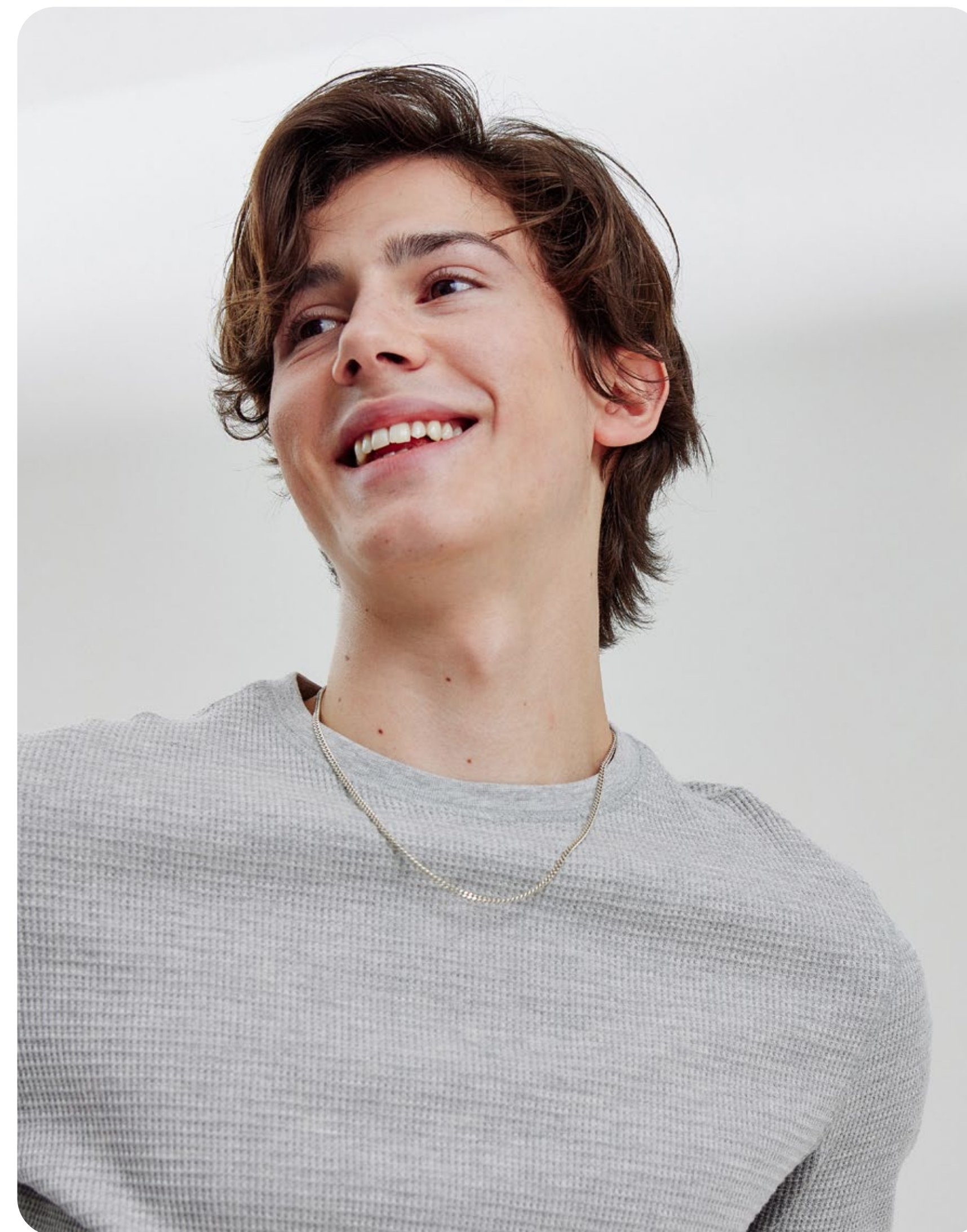
Solving the challenges of the labour market and businesses is only possible if multiple operators work together. This is why Barona uses its influence to connect different stakeholders. We bring different operators together and lay the foundation for extensive partnerships, through which new solution models can be developed.

Barona is a member of FIBS, the largest corporate responsibility network in the Nordic countries. We are committed to FIBS' [diversity pledge](#). In other words, Barona is committed to promoting the diversity, inclusivity and parity of its working community.

Barona is the largest personnel services company in Finland. In 2024, we contributed to the development of the personnel services industry as a member of Employment Industry Finland. Employment Industry Finland's goal is to improve the operating conditions of member companies through advocacy and employment relationship counselling.

In 2024, Barona was also an employer member of Employment Industry Finland, Service Sector Employers Palta, Technology Industry Employers of Finland, Technology Industries of Finland, the Confederation of Finnish Construction Industries, the Finnish Commerce Federation and Finnish Hospitality Association MaRa.

Barona uses its influence to connect different stakeholders.



BARONA'S STAKEHOLDER COOPERATION

Stakeholder	How the interaction is organised	Purpose of the interaction	How the outcome of the interaction is taken into account
Employees and job applicants	Internal channels such as: Intranet Personnel events Surveys Development discussions	Supporting wellbeing, competence development and ensuring commitment and inclusion. Dialogue also ensures the implementation of human rights and strategic policies	The feedback is used to improve working conditions, develop training and adapt operating methods.
Customers	Customer meetings Meetings Customer surveys Email communication Newsletters	Ensuring customer satisfaction, developing services and deepening customer relationships.	Customer feedback guides the development of services and operational models.
Shareholders and investors	Interim reports Shareholder info sessions	Activities that increase the value of the company, ensuring financial success and sustainable growth.	Their feedback and expectations are taken into account in the interim reports and strategy processes.
Suppliers and subcontractors	Procurement negotiations Agreement management Communication	Fair cooperation, developing cooperation, ensuring security of supply and increasing responsibility in the supply chain. Dialogue also ensures the implementation of human rights and strategic policies.	The results of the interaction are used to update procurement practices and responsibility requirements.
Policy-makers	Events Working groups Public debate	Development of the regulatory environment and promotion of initiatives.	Operational models are developed and the regulation of the sector influenced through dialogue.
Labour market organisations	Cooperation and negotiation meetings	Developing working conditions and employment relationships, supporting the functioning of the labour market.	The results of the negotiations are taken into account in the development of the HR policy.
Authorities	Meetings Regular reports	Compliance with legislation and regulations, promoting industry transparency.	Dialogue ensures that the operations meet the requirements of the authorities.

Stakeholder	How the interaction is organised	Purpose of the interaction	How the outcome of the interaction is taken into account
Media	News releases Interviews Events Social media channels	Company visibility and reputation management.	The feedback received through the media is used in the development of the communications strategy.
Educational institutions and training partners	Partnership agreements and projects Recruitment events	Ensuring a skilled work force and supporting students in their transition to working life.	Educational cooperation is developed on the basis of cooperation projects and student feedback.
Centres for Economic Development, Transport and the Environment and Employment services	Regular communication Projects Reporting	Supporting employment and promoting regional development.	The results of the cooperation are utilised in the planning of new employment programmes.
Municipalities and wellbeing services counties	Partnership programmes Regular meetings	Supporting regional development and taking local needs into account in services.	The results of the dialogue are used in the planning of regional operations.
Universities and research community	Research projects Cooperation agreements Seminars	Developing new innovations and leveraging academic knowledge in business.	The results of the research cooperation are used in the development of services and operational models.
Employment pension insurance companies	Cooperation events Reporting	Ensuring employees' pension security and supporting long-term ability to work.	The personnel strategy and benefits are developed on the basis of the feedback.
Organisations and local communities	Events Collaborative projects	Promoting social responsibility, supporting social wellbeing and regional development.	Social participation and local cooperation are developed on the basis of projects and feedback.
Consumers and end users	Customer service channels Surveys	Improving the end-user experience and responding to needs. Dialogue also ensures the implementation of human rights and strategic policies.	The results of the dialogue are used for customising services and improving quality.

3 BARONA'S RESPONSIBILITY 2024



3.1 HIGHLIGHTS OF RESPONSIBILITY WORK IN 2024

Investing in wellbeing resulted in a 20% reduction in days of absence due to mental health issues

Barona has a wellbeing team that offers employees comprehensive support for factors that burden wellbeing. In 2024, the wellbeing team handled 45,000 telephone and 6,000 email contacts, helping employees with various matters affecting their work and leisure time. Service referral processes and proactive cooperation with different business units were also developed.

The cooperation with the Auntie service, which began late in the year, enables low-threshold counselling as one way of supporting challenges related to coping at work, for example. In addition, a joint work ability expert was appointed to the Barona Group to support preventive work ability management and solve challenging work ability cases together with the business functions.

With the investments related to wellbeing, mental health-related absences at Barona decreased by as much as 20% in 2024.

Barona committed to science-based emission reduction targets

Barona joined the Science Based Targets initiative (SBTi) in autumn 2024 and committed to setting science-based emission reduction targets by autumn 2026. Barona will focus on active emission reductions in line with the Paris Agreement.

Family reunifications and new job titles through international recruitment

Barona has been engaged in international recruitment for more than 15 years, recruiting experts for the social welfare and healthcare, industrial and restaurant sectors, among others. In 2024, Barona recruited international work force for multi-service employee tasks for the first time. In January, 16 Philippine multi-service employees and four chefs started working at Pirkanmaan Voimia. The recruitment focused on family reunification, and nine of the new employees already had family members in Finland. This created the conditions for normal family life, integration and long-term commitment to Finland, which was the customer's and Barona's shared goal.

In spring 2024, Barona's first grocery store employees recruited from abroad arrived in Finland. 15 Filipino employees started permanent employment at Osuuskauppa Arina grocery shops in several locations in Northern Finland. Before arriving in Finland, the employees underwent several months of language training, which

supported working in Finnish from the very first working day.

Green transition projects confirmed as a growth area

In 2024, Barona invested more than ever in the green transition. A person was recruited to be in charge of projects focusing on solar and wind power, and Barona participated in data centre projects through extensive cooperation between several different business units.

In 2024, Barona participated in a total of ten different data centre projects in the Kymenlaakso region, the Helsinki Metropolitan Area and Northern Finland. There were three projects in Sweden and Norway. Barona provided staffing, recruitment and site management services for the projects and employed a total of approximately one hundred people.

A deeper understanding of the company's equality and non-discrimination status

Barona's values include promoting an equal and ethical working life, and developing Barona's own operations is part of taking responsibility. The implementation of the principles of equality and non-discrimination is ensured by a careful review of the current situation. Hearing the employees' views helps to identify any shortcomings and plan development measures together.

The most extensive equality and non-discrimination survey in Barona's history was planned at the end of 2024 and carried out in early 2025. A total of 835 employees working in Barona's offices and service centers in different countries responded to the survey. The corresponding survey for employees working at client companies will be conducted in the first half of 2025.

The sense of community experienced by Barona employees strengthened through internal cooperation

The annual Barona Day celebration organised late in the summer brought together the personnel working in the Group's offices from different countries and emphasised the importance of community. After the celebration, the personnel gave a record-high 4.23/5 rating to their experience of being part of the work community.

Investments in community spirit and increasing strategic cooperation in different units have yielded concrete results in strengthening the cohesion of Barona employees.

Barona Academy was renewed – competence development was made more systematic

In 2024, the structures for learning and competence development were revised. The aim was to better support the needs of different businesses and the continuous development of personnel.

The reform clarified learning opportunities, prioritised themes relevant to business operations and created an ongoing process for developing the learning portfolio. The result was the launch of the revised Barona Academy in the spring, which serves as a unified platform for all Barona employees' learning. In 2024, Barona employees attended 10,947 training courses through the proprietary online learning environment.

Making gig work easier

We launched a completely new app for our employees who do gig work. In 2024, nearly 8,500 Barona gig workers worked more than 400,000 shifts. The new, more user-friendly application makes it easier for employees to book shifts, search for new job opportunities and communicate with Barona. The new application also reduced the manual work involved in the shift filling process.



3.2 RESPONSIBILITY THEMES AND OBJECTIVES

Barona's responsibility targets are based on the company's view on the needs, wishes and expectations of job applicants, Barona employees, clients and societal stakeholders. The key responsibility themes and targets for improvement have been defined on the basis of Barona's process of continuous development.

Barona participated in Bravedo's CSRD-aligned materiality assessment process in 2023–2024. The assessment identified that the Barona Group has potentially material topics in its operations that have not been fully addressed in the target setting and monitoring of responsibility work. Responsibility themes and targets for development will be reviewed based on the Group's materiality assessment.

Barona employees have been involved in setting responsibility targets. The company's human resources management played a key role in taking the wishes of Barona employees working with client

companies into consideration. Information on the needs and expectations of clients was collected from employees who are in contact with our clients. The wishes and needs of our key stakeholders were surveyed by consulting Barona employees who work with them and are part of various networks and representative bodies. Two service providers specialised in responsibility have consulted Barona and provided support in 2020–2024.

We monitor responsibility as a strategic theme through the national Reputation&Trust study. In 2024, Barona's reputation was rated 3.18 (scale 1–5), slightly down from the previous year (overall rating 3.23 in 2023). Barona's reputation is better than the private employment services sector average (3.00). Based on the Reputation&Trust survey, Barona's strongest areas are financial stability and the company's management and vision. The most important areas of improvement are responsibility and being an employer.

We also use the Upright net impact analysis to assess Barona's net impact on society. Read more on [page 13](#).

Barona's responsibility objectives are divided into three areas: people, clients and stakeholders, and environment.



BARONA'S RESPONSIBILITY OBJECTIVES

BARONA IS A RESPONSIBLE SOLUTION.

THEME 1: PEOPLE

1.1. Promoting diversity and inclusivity at Barona and in society

Objective 1: Developing diversity and inclusivity

Objective 2: Increasing international recruitment significantly

Objective 3: Allowing Barona employees to be themselves

1.2 Developing Barona employees' competence

Objective 1: Investing in learning

Objective 2: Barona employees feel that the employer invests in the development of their competence

1.3. Guaranteeing Barona employees' well-being as working life evolves

Objective 1: Improving occupational safety

Objective 2: Preventing absences due to sickness

Objective 3: Supporting wellbeing

THEME 2: CLIENTS AND STAKEHOLDERS

2.1 We are a reliable and responsible partner

Objective 1: Barona is an attractive employer

Objective 2: Barona is a reliable and reputable partner

2.2 Helping the public sector employ and train people

Objective: Be the public sector's most comprehensive employment and training service partner

THEME 3: ENVIRONMENT

3.1 Reducing Barona's and our supply chain's environmental load

Objective 1: We will reduce greenhouse gas emissions in line with the Paris Agreement

Objective 2: We will change our operations to achieve net zero

The responsibility targets for Bravedo as a whole can be found in Bravedo's sustainability statement.

3.3 ENVIRONMENTAL RESPONSIBILITY

Barona's strategic goal is to promote sustainable development and minimise the negative environmental impacts of our operations. In 2024, our most significant identified environmental impacts were from purchased goods and services and leased cars in our operations.

In our climate work in 2024, we focused on developing reporting, specifying accounting and setting targets in accordance with the SBT initiative. In 2025, we will prepare a transition and action plan for climate action. The base year for this climate roadmap aligned with the SBTi targets will be the emissions of 2025.

Barona is committed to Bravedo Group's environmental principles. You can read more about them in Bravedo's sustainability statement.

Carbon footprint

We have now calculated our carbon footprint for the fourth time. For 2021, we calculated the emissions of our own operations, i.e. Scope 1 and 2 emissions, and starting from 2022, also our Scope 3 emissions.

We have refined our carbon footprint accounting year by year. The emissions for 2024 are compared to the previous year, 2023.

In 2023, Scope 1 and 2 emissions were generated by our vehicles and our offices' electricity consumption. The majority of Scope 3 emissions were generated by purchased goods and services, investments and leased assets. Barona has no emissions covered by emissions trading.

The electricity and district cooling used by our headquarters has been fully emission-free since 2020. We also promote eco-friendly means of commuting, and since 2021, we have offered Barona office employees the opportunity to acquire an employee bicycle.

At Barona's offices, we use leasing services to procure IT hardware. The equipment is used for as long as possible, after which the equipment is returned to the leasing company, which finds new uses for it. In 2024, 158 IT devices used by Bravedo, of which 155 were laptop computers, were reused at the end of the lease period.

The majority of Barona's environmental impact consists of Scope 3 emissions, which decreased by 29% last year. Underlying the decline is the contraction of business and the refinement of calculations. The energy consumption of our largest offices, service centres and Avialogis logistics

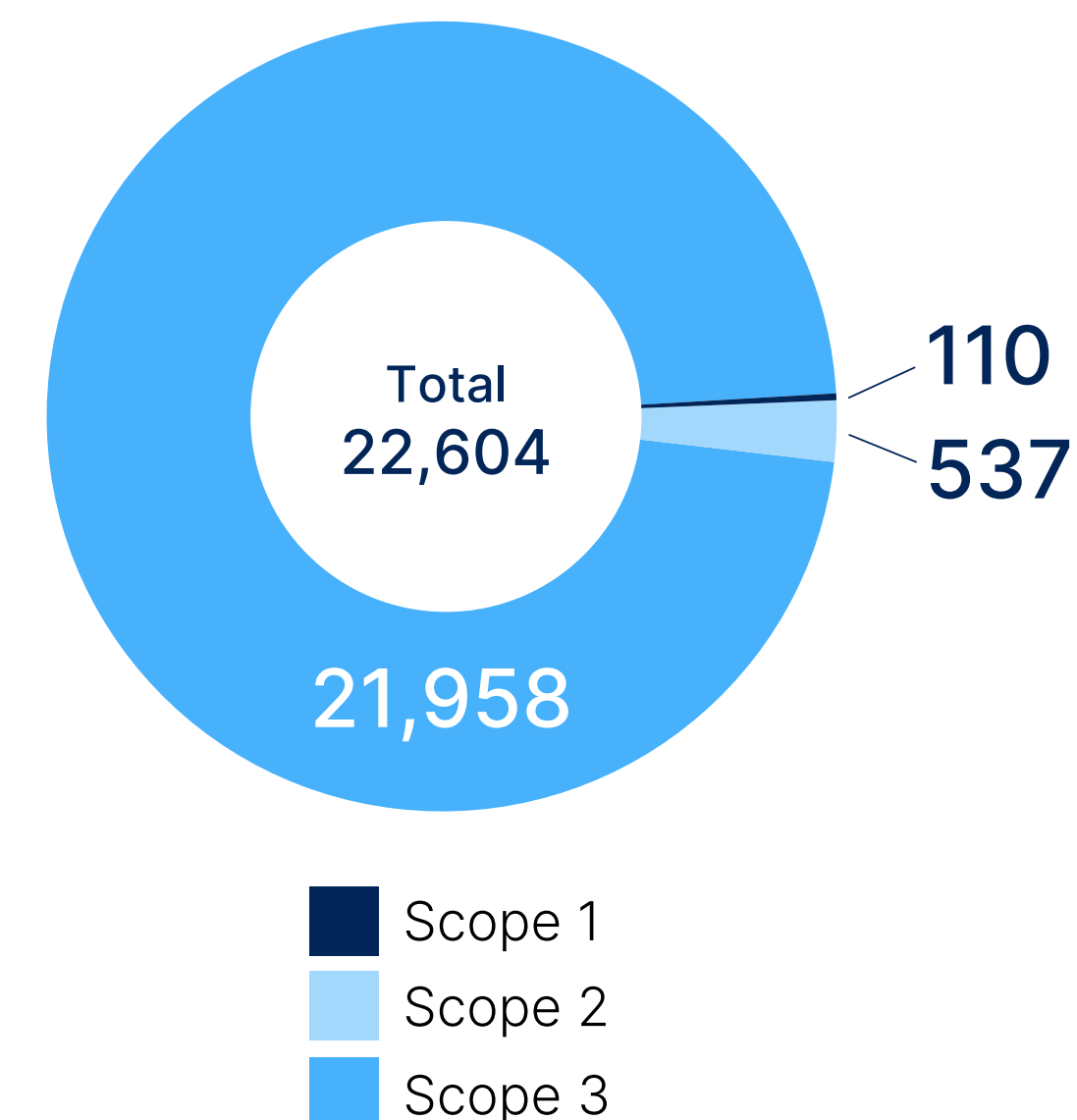
centre was reclassified to Scope 2 emissions. In addition, we have reclassified the emissions from temporary housing to Scope 2. For these reasons associated with the further specification of accounting, our Scope 2 emissions increased by 370% last year. The accounting now follows more closely the general operational model in accordance with the GHG Protocol guidelines.

Barona's greenhouse gas emissions in 2024 totalled 22,604 tonnes (carbon dioxide equivalent). Emissions decreased by approximately 28% year-on-year. The most significant reason for the decline was the contraction of business.

We are committed to setting climate targets in line with the SBTi framework. Our goal is to reduce Barona's Scope 1 and 2 greenhouse gas emissions by 58.8% and Scope 3 emissions by 35% by the end of 2035. This aligns us with the goals of the Paris Agreement. Achieving the target means significant actions, especially with regard to Scope 3 emissions, which accounted for 97% of Barona's greenhouse gas emissions in 2024.

Our long-term goal is to make Barona a net zero company by 2050. Achieving net zero requires system-level changes from both our company and society in general, which we will explore and work on while promoting the achievement of the short-term targets. Our environmental targets have not yet been approved by the SBTi, so they may still change.

OUR EMISSIONS IN 2024 (tCO₂e)



Our emissions intensity was 1.61 g CO₂e per euro of revenue (Scopes 1 and 2) and that of the entire value chain was 56.2 g CO₂e per euro of revenue (Scope 1–3).*

** In relation to the turnover of the Finnish companies in the Group.*

How was our carbon footprint calculated?

Barona carried out the calculation internally in cooperation with an external expert. The calculation of emissions for 2024 covers the Finnish business operations (approximately 87% of the Group’s purchases).

Scope 1 emissions as a whole and Scope 2 emissions for the largest offices, the Avialogis logistics centre, the service centres in Joensuu and Oulu and leased plug-in cars were calculated based on activity data. Scope 2 emissions for other offices and Scope 3 emissions as a whole were accounted for on a cost basis, based on purchase invoices. Location-specific factors, namely Finland’s average emission factors, were used for calculating the emissions from energy consumption.

Accounting based on purchase invoices (Scope 3 as a whole) is always a rough estimate compared to activity data, so emissions data is subject to considerable uncertainty. We will increase the accuracy of the accounting in the coming years, and our aim is to both calculate a larger share of emissions based on activity data and to develop cost-based calculations to be more accurate.

Read more about the carbon footprint accounting methodology in Appendix 2. The Barona companies included in the accounting are listed in Appendix 1.

BARONA’S GREENHOUSE GAS EMISSIONS (tCO2e)

	2024	2023	Change (2023-2024) %
Scope 1	110	91	20.60%
Biogenic emissions	-	-	-
Scope 2	537	114	370.75%
Biogenic emissions	-	-	-
Location-based emissions	537	114	370.75%
Market-based emissions	-	-	-
Scope 3	21,958	31,005	-29.18%
1. Purchased goods and services	21,607	29,616	-27.04%
1.1 Cloud computing and data centre services	-	-	-
2. Capital goods	0	0	-
3. Fuel and energy-related activities	107	-	-
4. Upstream transportation and distribution	157	806	-80.52%
5. Waste generated in operations	0	2	-100.00%
6. Business travelling	7	105	-93.33%
7. Employee commuting	-	-	-
8. Upstream leased assets	45	322	-86.02%
9. Downstream transportation	-	-	-
10. Processing of sold products	0	0	-
11. Use of sold products	0	0	-
12. End-of-life treatment of sold products	0	0	-
13. Downstream leased assets	0	0	-
14. Franchises	0	0	-
15. Investments	35	154	-77.27%
Total GHG emissions	22,604	31,210	-27.57%
Location-based emissions	22,604	31,210	-27.57%
Market-based emissions	-	-	-

Energy use

Barona offices use energy for normal office purposes, such as lighting, electronics and kitchen appliances. The electricity and district cooling used by our headquarters has been zero-emission since 2020.

In 2024, we expanded the monitoring of energy consumption to our largest offices and two of our three service centres in Finland (Joensuu and Oulu). We have also taken into account the emissions of our leased internal combustion engine cars in our energy consumption.

In 2024, our energy consumption was 3,457 megawatt hours. Energy consumption increased manyfold year-on-year due to more accurate calculations.

Water consumption

Barona’s head office consumes water in the kitchen facilities and bathrooms. In 2024, there were no significant changes in water consumption compared to the previous year. Underlying the decrease in water consumption in previous years is increased remote working and, for 2023, the relocation of the head office, which affected the comparability of consumption data.

BARONA’S ENERGY CONSUMPTION AND ENERGY MIX

	2024*	2023**	Change (2023-2024) %
Total renewable energy consumption (MWh)	1,045	219	377%
Share of renewable sources in total energy consumption %	30%	-	-
Biomass-based energy consumption (MWh)		-	-
Share of purchased energy (MWh)		-	-
Share of self-generated energy (MWh)	205	-	-
Total fossil energy consumption (MWh)	2,109	-	-
Share of fossil sources in total energy consumption %	61%	-	-
Share of purchased energy		-	-
Share of self-generated energy (MWh)		-	-
Nuclear energy (MWh)	303	-	-
Share of nuclear energy share of total energy consumption %	9%	-	-
Total energy consumption (MWh)	3,457	219	1,478%

**incl. the largest offices (Tripla, Dixi and Otaniemi), service centres in Oulu and Joensuu, Avialogis logistics centre, all vehicles*
*** Tripla and electric cars*

Water consumption (m3)						
2024	2023	2022	2021	2020	2019	Change 2024-2023 (%)
281	284	545	723	728	1,838	-1.1 %

Avialogis

In December 2024, Barona's Logistics business unit approved the unit's guidelines for sustainable operations, which define the unit's environmental responsibility work towards the emissions reduction and other goals aligned with the Paris Agreement that support the wellbeing of the environment.

Since August 2023, Barona's logistics centre Avialogis has been using solar energy to generate electricity in the property. 700 solar panels have been installed on the roof of Avialogis, producing electricity with a peak output of 200 kWp. In the summer months, solar energy covers up to one-half of the logistics centre's electricity consumption on a daily basis.

In 2024, Avialogis' solar power plant system annually produced annually approximately 200,000 kWh of electrical energy for the operations of the logistics centre. This means that the amount of purchased electricity decreased by the same amount, and our solar power plant contributes to our long-term goals of increasing the use of emission-free renewable energy.

Avialogis' operations generated approximately 250 tonnes of different types of waste in 2024. The majority of this, approximately 160 tonnes, is cardboard waste. In terms of weight, our waste sorting partner reports a recovery rate of nearly 100% for our largest waste fractions, i.e. cardboard and plastic.

Thanks to its energy efficiency and other sustainable solutions, Avialogis has been awarded the second highest level of BREEAM certification, which is among Europe's leading environmental classification systems.

With regard to occupational safety statistics, a few lost-time accidents that occurred towards the end of the year reduced the full-year LTIF1 (Lost Time Injury Frequency 1, accidents resulting in at least one day of absence from work per one million worked). The cumulative accident frequency at Avialogis was 28.68 in 2024, compared to 19.75 in 2023.

Avialogis' occupational safety activities were developed by revising occupational safety management and responsibilities at the line organisation level. In December, Barona's Logistics business unit approved a safety policy that guides its safety management towards zero accidents and serious incidents. In addition, the activities of the local safety coordinator were strengthened. Going forward, day-to-day safety work will be managed in a new way that involves the personnel.



RESPONSIBILITY OBJECTIVES AND OUTCOMES FOR THE “ENVIRONMENT” THEME IN 2024

Realised

In progress

Not realised

New indicator

3.1 Reducing Barona’s and our supply chain’s environmental load

Objective	Indicator	Outcome	Additional information
Objective 1: We will reduce greenhouse gas emissions in line with the Paris Agreement	Indicator 1: We will reduce Barona’s Scope 1–2 greenhouse gas emissions by 58.8% by the end of 2035.	<div></div>	We committed to the SBTi initiative in autumn 2024, and in spring 2025 we prepared a climate roadmap that defines a concrete climate target and measures by 2035. With the setting of environmental targets based on climate science, we have given up our old environmental targets. Our targets have not yet been approved by the SBTi.
	Indicator 2: We will reduce Barona’s Scope 3 greenhouse gas emissions by 35% by the end of 2035.		Same as above.
Objective 2: We will change our operations to achieve net zero	Indicator: We will make Barona a net zero company by 2050.	<div></div>	Achieving net zero means an absolute emission reduction of at least 90% or emission reduction of 97% in relation to business volume by 2050.

The responsibility targets for Bravedo as a whole can be found in Bravedo’s sustainability statement.

3.4 RESPONSIBILITY FOR PERSONNEL

HR management

Barona is committed to Bravedo's HR policy and human rights policy, which you can read about in Bravedo's sustainability statement. You can read more about Barona's corporate culture in [section 3.6 Our way of working](#).

In 2024, the People & Culture functions were reorganised in line with the One Barona goal: each of the four business areas has its own Head of People & Culture, who directs the HR functions of the business area. The aim is to improve the quality and efficiency of operations, take into account the differences between different business functions and thus serve different personnel groups better.

In addition to their own business area, each Head of P&C has a strategic area of responsibility for the whole of Barona. These areas of responsibility include ability to work, competence development and learning management, personnel engagement and social responsibility, as well as data. Common practices and services are produced for these themes for use throughout the Group.

In 2024, joint HR development projects included the revision of policies related to CSRD sustainability reporting, the development of various discussion models and a new equality and non-discrimination survey. During the year, changes in labour legislation in accordance with the Finnish Government Programme were monitored and the necessary changes were made to both systems and processes. HR policy has been developed increasingly strongly through the expansion of the use of up-to-date data and reporting. New HR reports were introduced in 2024, data migrations were developed and data security was enhanced.

In the deployment of the new systems, we have paid particular attention to the processing of personal data, the regular erasure of data and transparency in the implementation of the rights of data subjects. In 2024, we updated the privacy statements for recruitment and personnel.

Barona's culture and leadership promise provides the framework for Barona's People & Culture (P&C) functions.

Dialogue with personnel

Barona conducts regular dialogue with the aim of promoting the adequate and timely flow of information between the employer and the personnel and increasing the personnel's opportunities to influence matters concerning their work, working conditions or position. The personnel

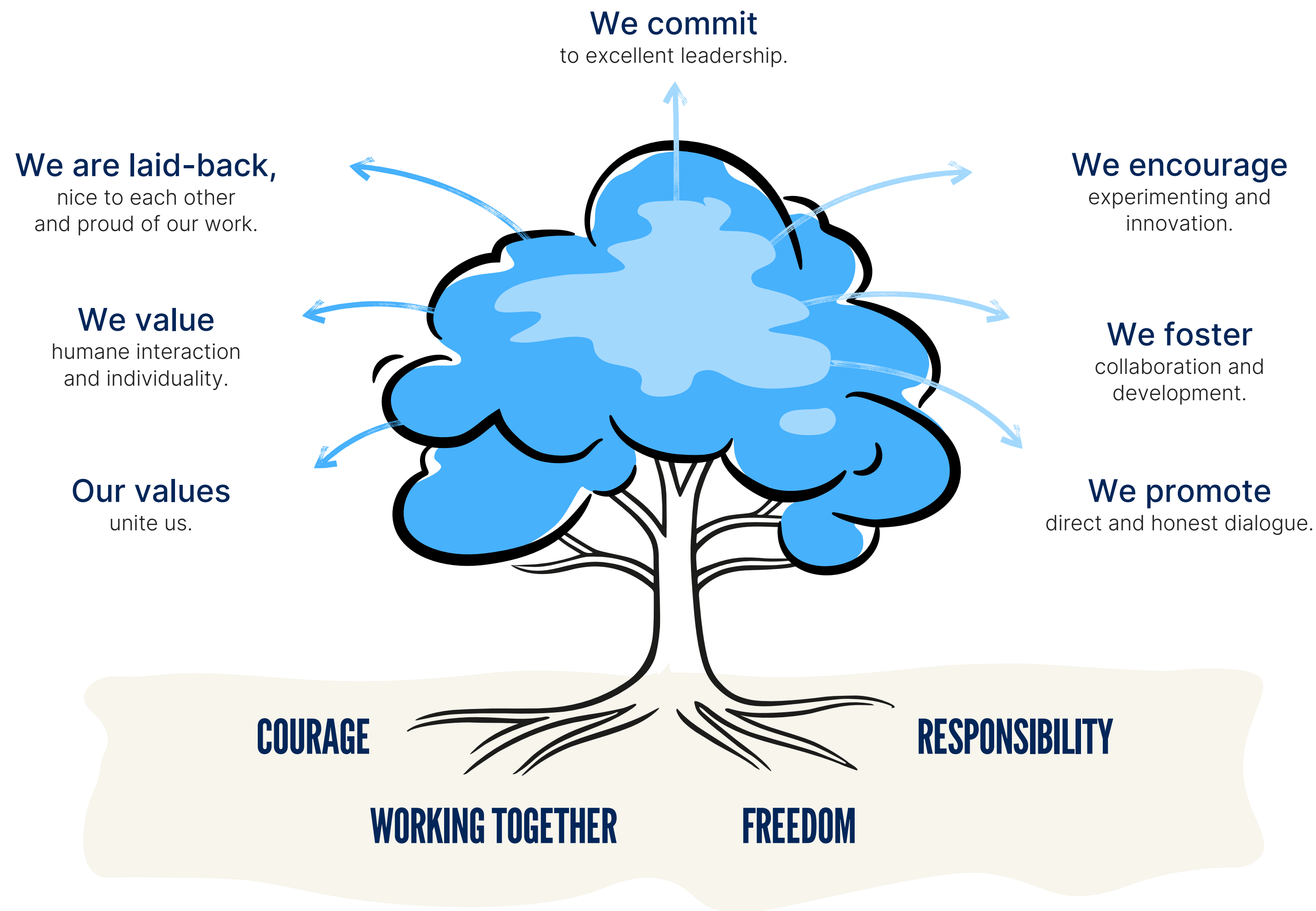
plans outline goals and measures for achieving equality and non-discrimination at Barona. In 2024, we started the first follow-up surveys on the implementation of the measures on a joint basis. Through continuous supervisor mentoring, we ensure the ability to lead well.

Our company ensures legally compliant communication with our own work force and employee representatives. This takes place in dialogue, the more detailed methods and regularity of which have been agreed on at company level. In addition, dialogue takes place with the personnel at least twice a year through an employee survey and through development discussions in accordance with the model agreed in the companies. Employees working at Barona's offices also have one-to-one discussions with their supervisors and regular Barona & business status reviews. The impact of the dialogue is monitored, for example, based on the response rates in personnel surveys and the development of responses.

The person in the highest position (CEO, Head of Business Unit) ensures that communication takes place and that its results are taken into account in the company's operating methods. We mainly use various surveys to assess the effectiveness of our dialogue with our own work force in order to ensure that it best supports the company's operations and the wellbeing of employees.

Barona conducts an equality and non-discrimination survey for its own personnel every two years, hearing also the perspectives of people who are particularly vulnerable to impact or marginalised. Such perspectives acknowledged in the survey include age, gender, sexual orientation, disability, ethnic and cultural origin, and religious or political affiliations. During 2025, the practices of implementing the survey will be reviewed with regard to our own personnel working in client companies.

CORPORATE CULTURE PROMISE TREE



Addressing concerns

Barona is committed to addressing any concerns in its [Code of Conduct](#). In accordance with our cultural promise, we encourage each of our employees to bring up any perceived shortcomings. Therefore, it is important that the threshold to bring up issues and challenges is low.

Our employees have the opportunity to provide feedback through the employee survey twice a year. In addition, Barona has a separate whistleblower reporting channel in place in all companies with more than 50 employees. All suspicions of misconduct are taken seriously and treated confidentially: the handling and recording of reports is secure and the whistleblower is protected in accordance with the Whistleblower Act. The reports are handled confidentially by a team of three persons appointed by the Board of Directors, whose duties include maintaining whistleblower protection. Within seven days, the sender receives a confirmation of receipt, and within 90 days, a message informing them of the measures taken or to be taken.

In 2024, Barona received nine contacts through whistleblowing channels. However, the reports received did not concern matters pursuant to the Whistleblower Protection Act. Instead, they dealt with matters such as working at the workplace or on the premises of a client company. All contacts were handled appropriately.

Also others than current employees can file reports:
<https://www.barona.fi/en/report-suspected-misconduct>

Technology as part of the private customer experience

Barona utilises technology in a versatile manner. Digital solutions offer an opportunity to streamline processes, better take into account the individual needs of our employees, and improve coping and wellbeing at work.

Barona offers technological innovation as a service. Over 40 experts work in product development at Barona Group and we cooperate closely with other technology companies within the Bravedo company community.

In 2024, Barona continued to develop the digital experience.

In late 2023, we launched the Baronanordic.com platform for international job applicants. In 2024, we were able to target job suggestions even more precisely at international experts and direct them to the most suitable workplaces. We decided to expand the use of the platform in Finland and began planning this expansion.

We launched a new app for Barona's employees who worked on gigs, who numbered nearly 8,500 in 2024. The new app made it easier for employees to book shifts. In addition, the new system reduced manual work: the degree of automation of brokering and filling out gig work shifts increased to approximately 75%.

The digital MyBarona service for employees was developed in terms of content and functionality in 2024. Through MyBarona, employees can find all important information and functions related to their employment relationship. We created a pulse survey with which our employees can share their feelings about coping at work on a monthly basis. The feedback allows us to help and support the wellbeing of our employees with a low threshold.

Barona uses artificial intelligence in services aimed at job applicants. For example, in recruitment, we are able to propose more accurately the most suitable workplaces for applicants. AI is also used in supportive tasks, such as writing advertisements and interview notes. Barona's goal is to expand the use of artificial intelligence in several different services and processes, and new uses are piloted continuously. At Barona, artificial intelligence is a tool. For example, the final decisions on recruitment are always made by a person.

We launched a new application for employees in the construction industry to record working hours. In 2025, we will expand the comprehensive mobile experience for employees in the industry by combining time recording in the application with our digital employee service MyBarona.

Two new digital learning and mentoring services were launched to support employment and career development in Learning and Ability to Work Services in the Learning and Wellbeing business area. The user-friendly services offer high-

quality and diverse content for mentoring private customers. Our modern learning environments offer a training service that uses smart solutions and artificial intelligence. We also developed the Arffman Alku service.

Data security

Barona considers data security to be of paramount importance. The goal is uninterrupted business operations, continuity even in exceptional situations and the fastest possible recovery from incidents. The operations are based on risk management, continuous improvement and management commitment.

Barona uses Elisa's security operations centre (SOC), which monitors the data security of ICT environments and data connections. We use modern tools and processes to constantly identify and prevent threats and breach attempts. We respond to data security incidents through the Incident Management process. We have clear operational models and assigned responsibilities in case of breaches of security.

In 2024, we carried out training based on an analysis of the phishing exercise carried out in late 2023, which assessed the ability of our personnel to combat data security threats. We piloted and assessed data security micro-training services and made a decision to acquire a new tool for data security training based on the analysis. In addition, we decided that comprehensive information security

and data protection training, which is mandatory for all personnel, must be completed annually going forward. Previously, the training had to be completed every two years.

We will continue to develop our data security capacity and risk management. The spearhead projects include developing the business units' risk-based continuity planning and further raising the personnel's information security awareness and competence.

In addition to the above-mentioned measures, we started periodic audits of the systems in use. The audits are used to regularly assess critical systems and related risk factors from the point of view of data security, data protection and the use of artificial intelligence, for example.

Barona as employer and path to working life

Barona is one of the largest employers in Finland: in 2024, we employed 18,419 different people. The number of personnel was 6,462 (FTE). 836 people worked at Barona's offices in Finland and 39 abroad.

The average duration of employment relationships (excluding temporary employees) in 2024 was 27.2 months, which is 1.9 months more than in 2023. The employee turnover rate was 46%.

We offer a path to working life for many young people. A substantial share of our personnel

comprises young people who, according to our experience and surveys, might be anxious about being in working life and finding their first job. We employ a significant number of young people aged under 30 every year. In 2024, they made up approximately 46% of our entire personnel. Many people find their first job in their own field through Barona. In 2024, approximately 6% of our personnel were younger than 20.

Barona also encourages employers to hire employees nearing the end of their careers. Working life can continue for a longer time if there are meaningful workplaces matching one's own pace. In 2024, approximately 14% of Barona's personnel were older than 50.

The number of job applications received by Barona decreased significantly in 2024. This was influenced by a 78% decrease in the number of job applications from outside Europe. The number of job applications from Finland increased. In total, we received more than 311,000 job applications in 2024, which was 37% fewer than in 2023.

Due to the economic situation, the number of vacancies decreased in 2024. There were 6,372 job announcements, which was 26% fewer than in the previous year. During the year, we conducted 19,034 job interviews and 9,116 of those interviewed found employment.

Development of job search

In 2024, we refined our recruitment processes and developed the comprehensibility and clarity of our job announcements. We strengthened contacts and communications with job applicants: new job and training opportunities are communicated to job applicants in a more targeted manner and we improved communications related to the end of the recruitment process. We have developed job-seeking analytics to better understand the needs and wishes of job applicants.

These changes will make it even easier to find a job. In addition, we strive to offer new perspectives on suitable training and job opportunities to job applicants. This is reflected, for example, in the fact that in 2024, we employed more than 2,700 job applicants for positions they had not originally applied for themselves.

We developed the operations of the unit serving employees in general employment-related matters during 2024. The support unit has been able to increase the share of its independent solutions so that, in late 2024, it resolved approximately 80% of contacts immediately during the first contact. Employees have reached us by phone or chat in less than a minute on average.

We regularly measure and monitor job applicants' experiences of the job-seeking process in

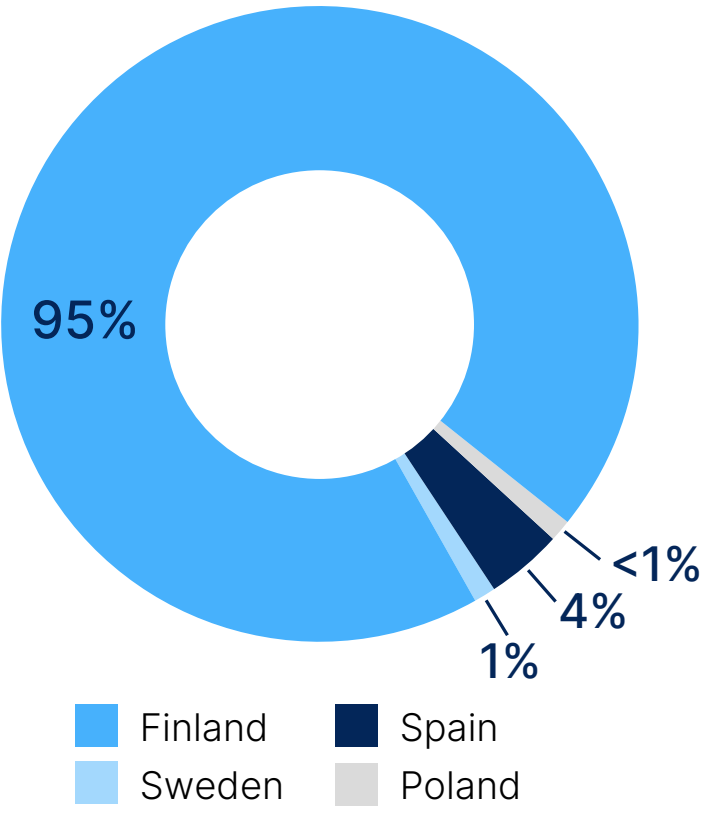
order to develop and address issues. In 2024, approximately 4,500 job applicants provided feedback. Job applicants' average rating for their interview experience was 9.3 (scale 0–10) and the interviewers' average rating was 9.5. There was little change in the results compared to the previous year. The results indicate that job applicants are very satisfied with the work application process.

We systematically monitor our employees' experiences and developed employee experience monitoring points during 2024 to cover everything from the recruitment phase to possible termination of employment. The satisfaction of our employees working at Barona's client companies improved in 2024: the net promoter score (eNPS) was +36 in the last measurement period of the year, which was five percentage points higher than the previous year. The improvement in satisfaction was probably attributable to smoother communication with employees and the development of preventive wellbeing at work.

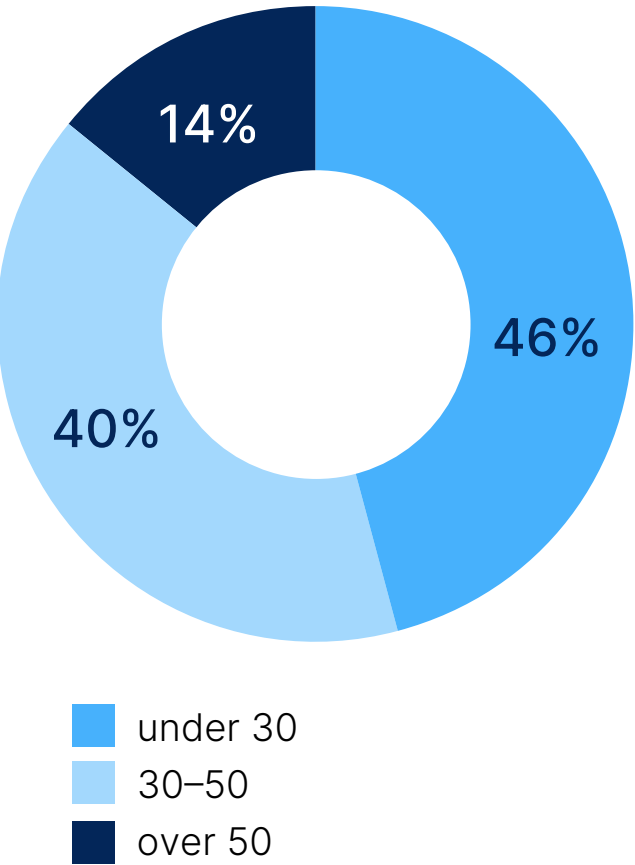
The net promoter score for employees working at Barona's offices was +22 in the last survey of 2024, which is a good level, even though the result is two percentage points lower than the previous year. The experience of employees working at Barona's offices was probably influenced by the significant organisational changes that took place during the year, among other factors.

PERSONNEL DISTRIBUTION AT BARONA

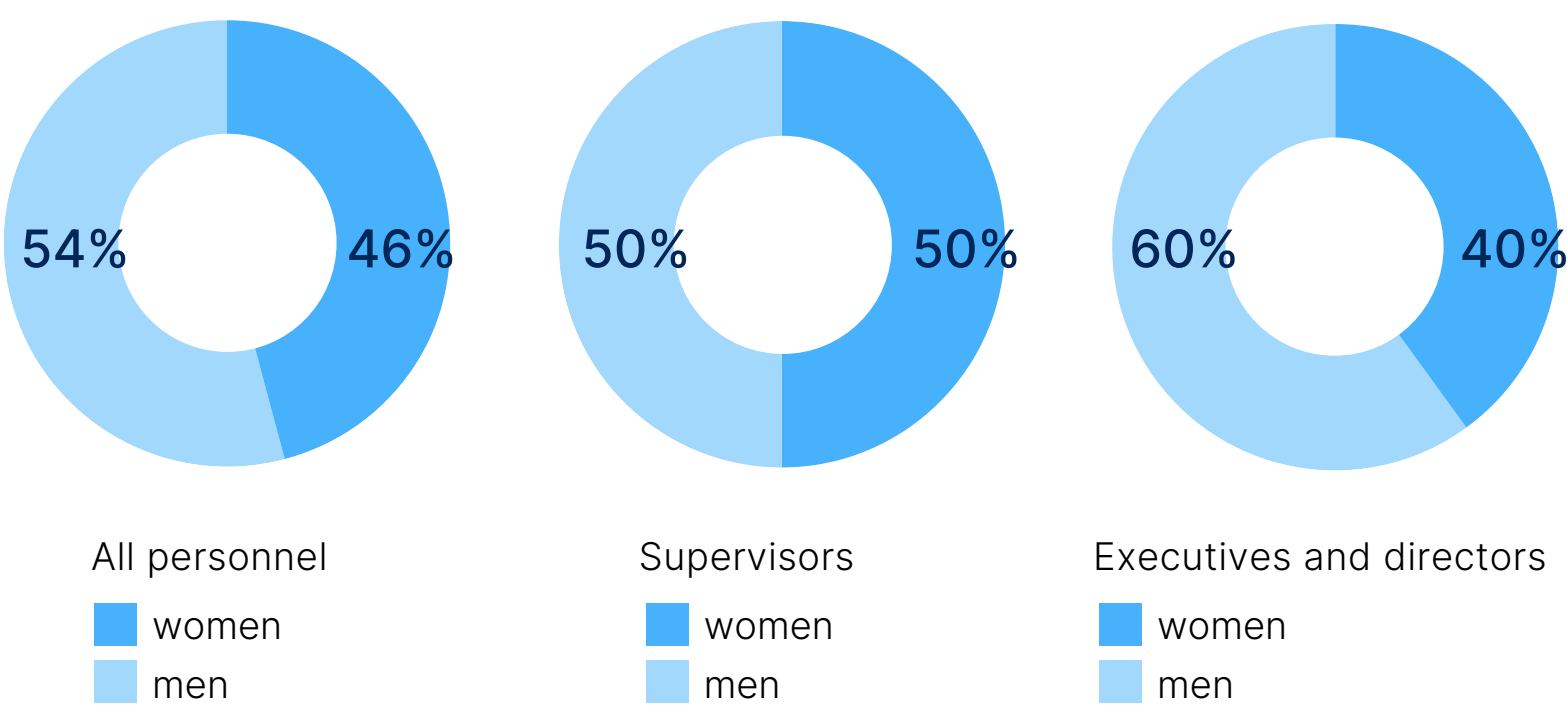
Personnel by country



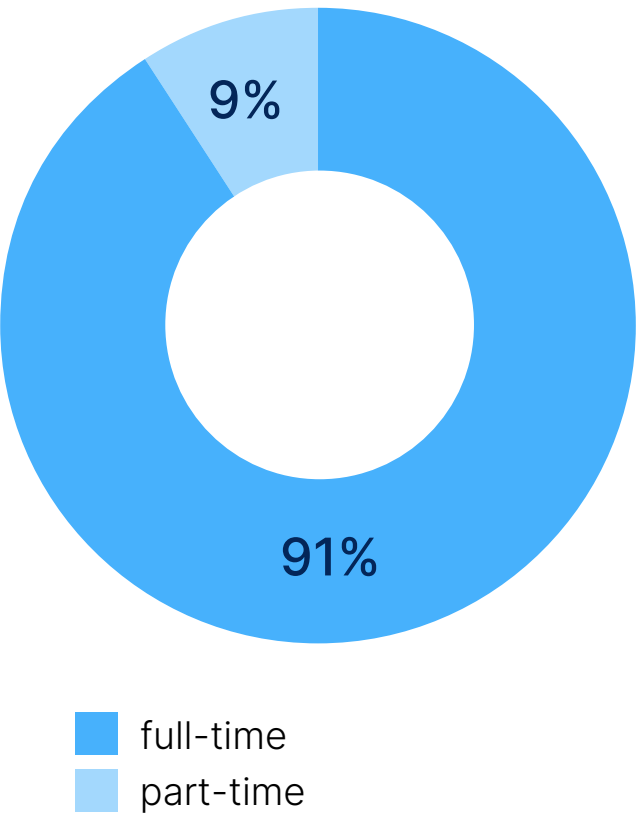
Age distribution



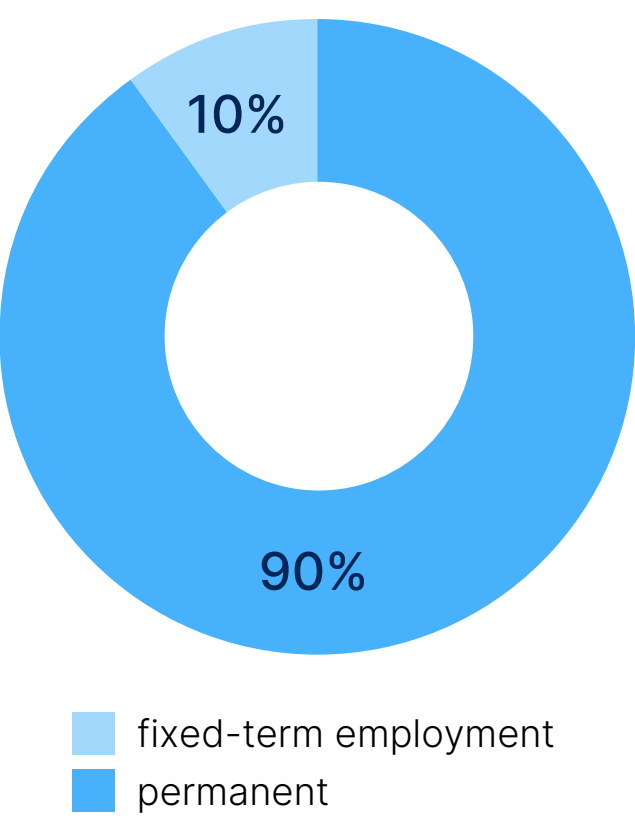
Distribution by gender*



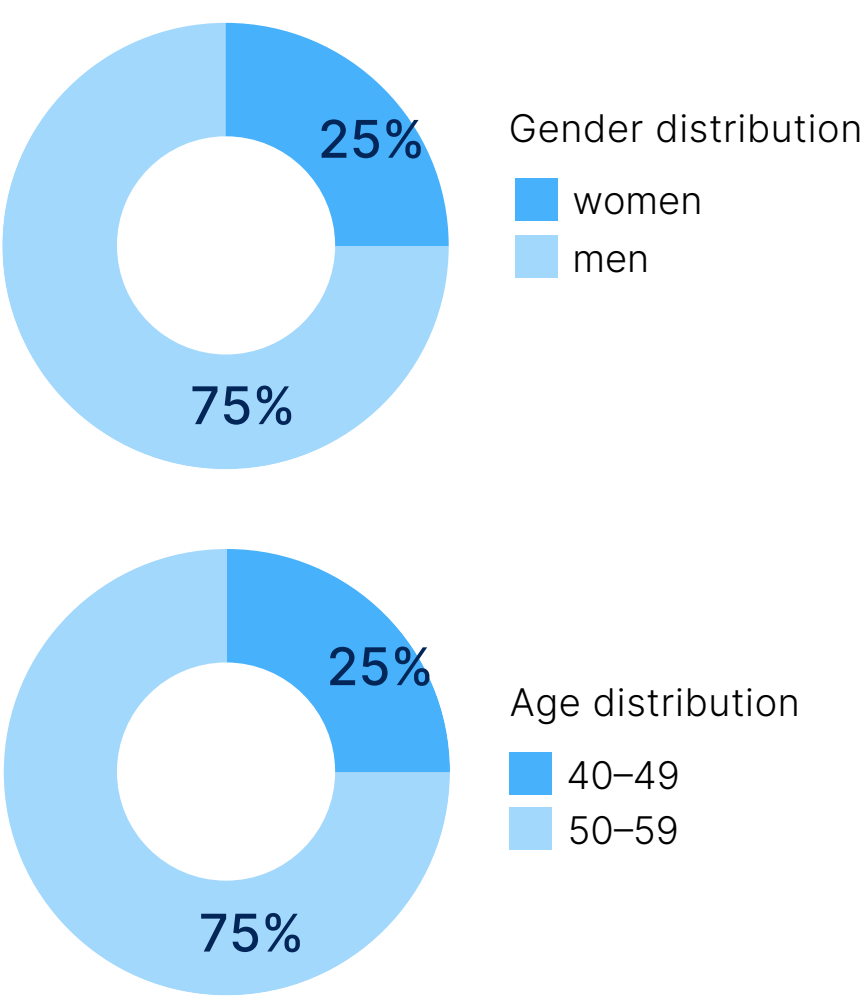
Working hours**



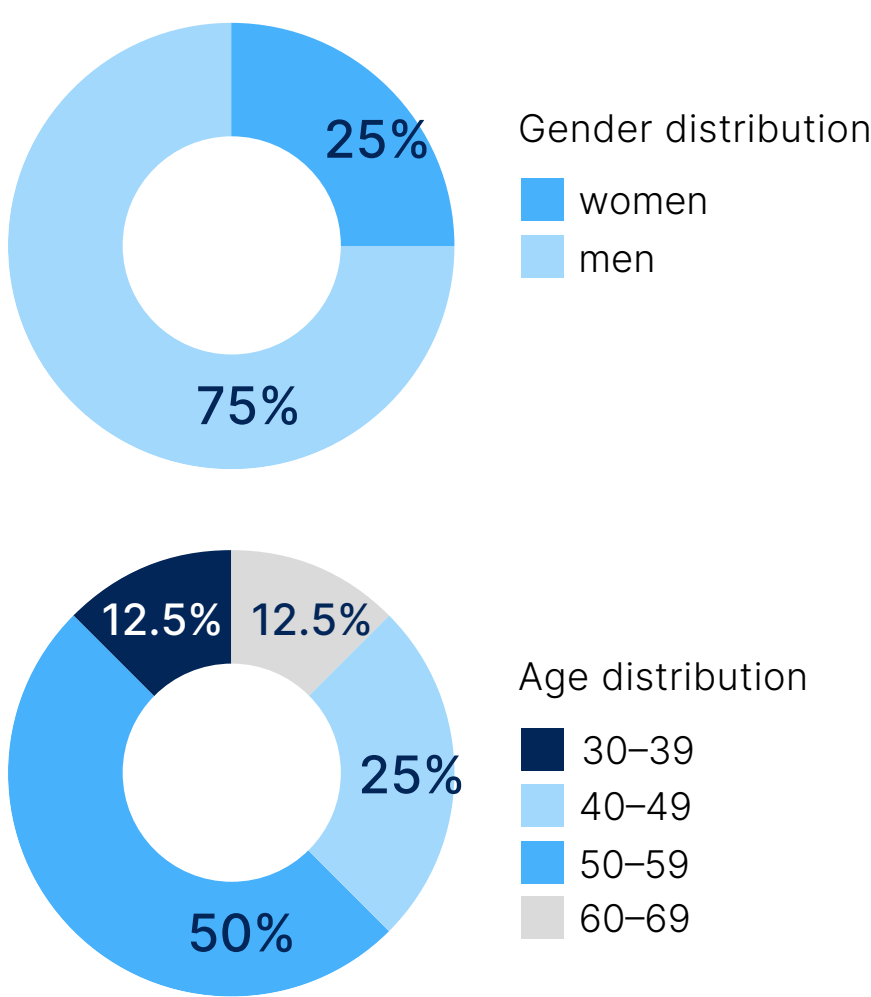
Employment relationship**



Barona board of directors



Barona management group



* Figures to the extent the data is available

** Employees at Barona's offices

International work force

Barona is a significant employer and recruiter of international and foreign-language work force. We are making the social welfare and health care, restaurant, manufacturing, construction and IT sectors more international. Our international recruitment efforts focus on the Philippines, where we have been recruiting for more than ten years in cooperation with the same local partner. Over the past 15 years, numerous companies have recruited their first foreign employees through Barona. Barona also recruits international talent to other Nordic countries.

In 2024, Barona employed 2,988 foreign-language speakers, accounting for 17% of the total personnel. In the Barona Global unit, we continued to harmonise services related to international personnel. The aim is to make it even easier for our corporate customers to offer all services related to the recruitment, integration, relocation and training of international experts. The business is headed by International Recruitment Director Elina Santalahti.

We want to ensure the ethics of our international recruitment. Recruitment from outside Europe is focused on the Philippines, where we have a long-term reliable partner that is committed ethics. Barona has received recognition for ethical recruitment from the UN's International Labour Organisation (ILO). We comply with the Employment Industry Finland guideline on the responsible

recruitment of foreign employees. For example, we do not charge a recruitment fee to the employee, we see to the employee's sufficient skills and integration, and we ensure that all the employee's rights are respected.

In 2024, Barona recruited nearly 500 employees from abroad to the Nordic region. This was almost one-third less than the previous year, due to the weak economic climate in Finland and the lower personnel needs of companies. We recruit industrial and construction professionals, nurses, chefs and waiters, among others, from abroad to the Nordic countries. In 2024, we also recruited foreign employees for grocery shops for the first time. The recruitment of new professional titles from abroad will continue in 2025.

The Barona Global unit also includes Finland Relocation Services Oy, the most experienced relocation service company in Finland. The demand for relocation services decreased due to the mobility of international personnel in client companies. We focused on digitising processes and developing new services. The company's quality certificate was renewed.

In autumn 2024, we conducted [an employer study to survey the attitudes and activities of Finnish employers](#) in terms of international labour, focusing on recruiting and hiring international talent. The annual survey indicated that 38% of Finnish employers have hired international employees.

The opportunity to work in English has not expanded for three years. 40% of employers are interested in reuniting the families of international employees. Language-related issues were still seen as the biggest obstacle to hiring international experts.

International work force and Barona in numbers

- Barona employed almost 3,000 foreign-language speakers in 2024, who represent 97 nationalities.
- In 2024, we helped more than 5,500 people with an immigrant background to develop their competence through mentoring and integration training.
- In 2024, we recruited employees from approximately 20 countries.
- Our goal is to multiply international recruitment in the coming years.

Integration and language training

In 2024, we provided services to an ever-growing target group of immigrants arriving in Finland, ranging from initial surveys to language tests in accordance with the general language exam in the final stages. In total, the Services are divided into initial survey services, integration training and online Suomi Hub language training. In 2024, we served more than 5,500 people with an immigrant background. We helped them to better integrate into Finland, learn the language skills needed in working life and everyday life (level B1) and find a path to continue vocational studies or directly to work.

In 2024, we developed new online pedagogy solutions, for example, piloting gamified methods in language studies. We invested in our ability to find effective and impactful employment solutions for immigrants in challenging life situations.

Wellbeing of the personnel

According to Barona's Working Life Survey, the constant changes and demands of working life place increasing pressure on people. This shows in the growing incidence of mental health issues, which have become the most common reason for incapacity for work among young people in Finland. It is increasingly important that employers support their employees' overall wellbeing and ensure that individuals are assigned suitable duties. At Barona, work ability management and promotion of employees' overall wellbeing have been strategic choices laying the foundation for the company's future.

All Barona employees have access to occupational health care services, which include statutory occupational health care services and diverse medical treatment services. If an employee's ability to work is endangered by a factor other than their health, we offer personalised solutions to support the ability to work. In addition to musculoskeletal disorders, mental health issues are the largest causes of absence due to sickness in the Group. To prevent these, we have created concrete operational models and measures.

We aim to increase the number of days our employees are capable for work by investing in active preventive measures. The guiding principle behind Barona's work ability management development is that all management is work ability management, i.e. taking care of physical and mental wellbeing.

We strive to identify factors that challenge wellbeing and ability to work as early as possible and to support employees in various situations. Smooth cooperation between different stakeholders is key in the management of wellbeing and ability to work. The flow of information between HR, Barona's wellbeing team, occupational health care, employment pension and accident insurance companies and supervisors as well as sharing professional competence and means are prerequisites for success. That is why we continuously develop our operating methods and the flow of information between stakeholders.

Regardless of the nature and length of their employment, Barona office employees and employees working in other locations or at client companies are covered by our work ability management and occupational health and safety. The special characteristics of different business units have been taken into account in the development of our employees' wellbeing and ability to work. The occupational health care action plan, which is updated annually, is drawn up at both the strategic and operational level, taking into account the differences in business operations.

We monitor the wellbeing of our personnel through regular surveys in all personnel groups. In 2024, we conducted research and surveys related to employee experience, net promoter score and employee satisfaction, among other things. The volume, quality and effectiveness of surveys has increased significantly during the year, especially with regard to the personnel working at client companies. We

also monitor the development of Finnish wellbeing experiences in working life with an annual survey.

In 2024, we established a new work ability coordinator position in the Group. Coordinating activities aim to identify the need for support and produce the necessary support measures for employees as early as possible, as well as to share good practices within the Group. These preventive interventions aim to prevent early decline in ability to work.

In addition, in early 2024, we launched the Frendie friend app, which promotes a sense of community and tackles loneliness. The app makes it possible to find friends based on common interests, hobbies or values, for example.

Wellbeing team

Barona has a wellbeing team that offers comprehensive support. The team consists of a wide range of healthcare professionals and its purpose is to offer low-threshold support to all Barona employees in challenges at work and leisure time, thereby preventing long-term factors that impair employees' ability to work. Support forms include support discussions and solution-oriented short-term therapy sessions.

In 2024, Barona's wellbeing team handled approximately 45,000 calls from employees and approximately 6,000 emails. Approximately seven per cent of all contacts were related to mental wellbeing themes, such as life management related to work or leisure, mental health challenges and insomnia. Approximately five per cent of the contacts were related to musculoskeletal symptoms. The wellbeing team was able to take care of approximately 80% of contacts independently, without referral to occupational health care, for example. The NPS score of the wellbeing team was over +92 in 2024.

In 2024, the operations of the wellbeing team were developed in a diverse manner. The team's cooperation with the business units was significantly intensified, which strengthened the impact of its operations. In addition, cooperation with supervisors was improved and the role of the wellbeing team with occupational health care was clarified. The development work took into account the needs of the businesses and the phenomena that emerged in the contacts.

In autumn 2024, Barona started cooperation with the Auntie wellbeing service. Auntie offers confidential low-threshold discussion support for mental wellbeing challenges and self-management. These services are referred to through the wellbeing team.

Occupational safety

Occupational health and safety are top priorities for a good employer. We find it of paramount importance that our employees feel safe and comfortable at work and that there are no accidents.

Barona has implemented a safety management model to protect people, property, information, reputation and the environment. The company's safety-related activities are managed by the safety manager and the business management team. The safety management model is a tripartite system, in which the operational management works together with the risk management team to apply measures to ensure a safe working environment. The risk management team guides safety-related measures and procurements, and prepares and maintains safety-related documentation. The company management monitors the development of safety and sets objectives for the company's safety activities.

We aim to commit every Barona employee to making Barona a safe and healthy working environment. We require our employees to report any shortcomings, threats or acts of misconduct they observe to their supervisor or the person in charge. Our long-term objective is to have zero accidents occur at Barona.

Any near misses and accidents related to occupational safety and health are documented and investigated. We require our clients and partners

to assess their safety and health risks on a regular basis. This way, we can support our employees' occupational safety and wellbeing together. We also engage in safety work with authorities. We utilise technology in guaranteeing and developing occupational safety: we use it to investigate occupational accidents that have occurred and to analyse the accidents and the root causes of the incidents.

Barona has paid special attention to the physical and psychological stress factors of work and their management. The management of the work ability and safety of our office employees emphasises psychosocial stress factors. For example, we strive to prevent burnout and other mental health problems. The management of employees working in the construction, industrial, logistics and hotel and restaurant sectors emphasises the prevention and management of physical risks and accidents, for example, upper and lower limb injuries.

Accident-related development

In 2024, there was one serious occupational accident among the employees working at a client company. There was also one serious accident in 2023. Including minor accidents, the total number of occupational accidents among those working at client companies was 406. In the previous year, 2023, there were 496. Successes were seen among employees in the construction, industrial and logistics sectors: cooperation between client companies and employees improved and employee training was increased. Our goal for 2024 was to reduce the number of accidents by 20%, and we succeeded in this, as employment accidents decreased by approximately 21%.

In 2024, the accident rate (LTIR, accidents per one million hours worked) of employees working at client companies was 9.8. In 2023, the accident frequency rate was 6.5, so the rate increased by some 30% year-on-year. The reason for this was that, despite the decrease in the number of accidents, the absences caused by accidents were longer than in the previous year. As a result, we did not reach our target of reducing the accident frequency by 30%.

In 2024, absences due to musculoskeletal diseases decreased significantly at Barona, by approximately 14% compared to the previous year. Mental health-related absences decreased even more, by approximately 20% in 2024. Underlying the

trend are determined actions in the development of preventive activities, among other things (read more on page 37). In addition, cooperation with occupational health care was increased and the change management skills of supervisors working at Barona’s offices were strengthened.

In 2024, 27 work disability pensions and six partial work disability pensions were granted to Barona employees. In 2023, there were 24 work disability pensions, three of which were partial work disability pensions. There were 149 accidents on the way to or from work among the employees working at client companies in 2024, while they numbered 143 in 2023.

We aim to continue to prevent employment accidents and injuries. We will pay attention to our internal safety competence and allocate more personnel competence to occupational safety matters in each business area.

We are still aiming to reduce the number of accidents from 20% in 2024 and to reduce the accident frequency rate by 30% to the 2023 level.

ACCIDENTS AND ABSENCES AT BARONA

	2024	2023	2022	Change 2023-2024
Serious accidents	1	1	0	0%
All accidents	406	496	585	-21%
Commuting accidents	149	143	184	+4%
Accident frequency	9.8	6.5	14.9	+30%
Mental health-related absences	12,391	15,494	14,794	-20%
Musculoskeletal absences	9,034	10,512	12,616	-14%

Vocational pension rehabilitation

Keeping everyone in working life in accordance with their own ability to work is a key societal task that has significant impacts on individual wellbeing and livelihood. Every year, Barona supports approximately 1,300 persons at the turning points of their lives and careers by organising vocational rehabilitation and mentoring services.

During vocational rehabilitation, we prepare a plan for private customers, helping them find employment matching their working capacity through a work trial, work training or education. In 2024, we drafted a plan matching their individual health for 80% of private customers. Each year, approximately one in two of our work trial clients are directly employed after the trial.

In 2024, we carried out a pilot project with Elo Mutual Pension Insurance Company with the aim of activating Elo customers over the age of 55 who had received a positive rehabilitation decision and who had not exercised their right to rehabilitation despite Elo's communications. During the pilot, we contacted 20 private customers, six of whom started vocational rehabilitation, and one of them has been employed by the beginning of 2025. The pilot showed that Elo's communications reach customers well when they are motivated to start vocational rehabilitation.

Mental health disorders are a constantly growing cause of work disability. In 2024, vocational rehabilitation invested in services to support the

return to work of customers with a mental health diagnosis. We are one of two service providers to develop the IPS practical work training model in cooperation with Varma Mutual Pension Insurance Company's vocational rehabilitation services. In addition, Elo Mutual Pension Insurance Company launched a new service called "Elo's practical work training for mental health rehabilitees", and Barona is involved in the development of the new service.

In addition, in 2024, we introduced a digital learning and mentoring service for our rehabilitation customers to support employment and career development.

27% of our rehabilitation customers were under 40 years of age and 57% were under 50 years of age. They still have a significant career ahead and something to give in their working lives. According to the calculations, the costs of vocational rehabilitation are covered after one year of working. In 2024, no less than 44% of Barona's rehabilitation customers were gainfully employed 12 months after the end of the coaching. Among those over the age of 50, the figure is nearly the same, 35%.

Skill development

The rapid development of the labour market, different industries and working life in general set high demands for the traditional education system. Today, the idea of getting an education right after comprehensive school and then being ready to work until retirement is impossible for most people.

As a result of the changes in the competence needs of employers and individuals' motives, career-long training and competence development are necessary and natural measures to be taken. In the competence development of organisations, the focus has shifted to supporting the implementation of change and building new competencies for the current personnel. Competence development can mean long degree study programmes, precise training of a few months, crash courses or personal training services. Many people learn practically at work with a hands-on approach. All these services are needed to ensure the labour market stays flexible and adaptable.

Barona companies offer very diverse learning solutions. In 2024, we helped more than 15,000 people in total to develop their professional competences. This is about three per cent more than the previous year.

We continuously cooperate with public labour authorities to organise recruitment training programmes across Finland. These training programmes help unemployed job-seekers and those in difficult job-seeking situations to update their skills to meet the needs of the labour market and employers, and to find employment.

Diverse training programmes

In 2024, we organised over 70 recruitment training programs involving more than 1,000 job applicants. Through the training courses, employees were

employed in a wide range of roles in the IT, construction, logistics, finance and insurance, administration and support services, hospitality and retail sectors.

Many employers find apprenticeships a great way to hire individuals who want to develop their skills alongside work or train for a new profession. For an individual, apprenticeship provides new training and a job easily in the same package. In 2024, Barona organised some 150 apprenticeships in the industrial, restaurant, logistics, social welfare and healthcare and retail sectors, among others.

Almost 3,000 people participated in mentoring and training in various change situations. We organise intensive training and quick induction training in the restaurant sector, attended by more than 6,500 employees in 2024. In addition, we conducted various work community coaching programmes for more than 50 different companies. Our reskilling and upskilling projects also involved hundreds of people during the year.

Barona people are enthusiastic learners of new things themselves. In 2024, Barona people attended 11,009 training courses via Barona's proprietary online learning platform, which is around 15% more than the previous year. The growth is attributable to the reform of the general induction of employees working at client companies.

Developing the competences of employees working at Barona's offices

Skilled employees are a prerequisite for all business success, and Barona offers equal opportunities for learning and competence development. Most of the new skills are learned in day-to-day work and by applying the shared knowledge of the working community. In addition, learning takes place in various training courses.

Those working at Barona's office have access to the Barona Academy courses, which include various courses for different target groups. Some of the courses are offered on a digital learning platform that offers a flexible way of learning new things.

Competence development focuses on the following themes, from which employees can also choose according to their job function and area of responsibility:

- General training: Processing of personal data, security, Barona knowledge, office software, cooperation skills, self-management skills, working life and meta-skills
- Management, supervisory work, incl. work ability management
- Employment management and HR
- Recruitment
- Sales

- Payroll administration
- Customer service
- Economy
- Technology, data and analytics
- Artificial intelligence
- Language skills, cultural understanding and diversity, equality and inclusion (DEI)

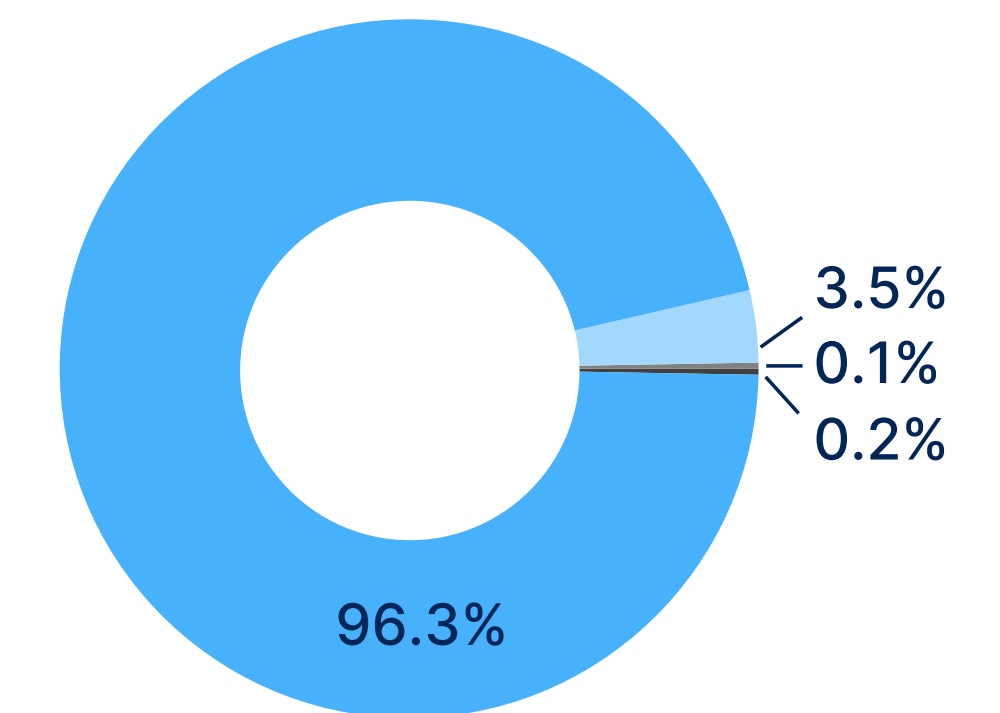
A total of 977 courses were completed through the learning environment by those working at Barona's offices. The most popular training themes among Barona employees were recruitment and sales in addition to orientation to the normal work role.

Competence development processes, structures and learning opportunities are continuously revised to support Barona's strategy, business operations and the needs of the members of our work community.

In 2024, we revised our learning and competence development structures to better support the needs of our businesses and the continuous development of our employees working at Barona's offices. The focus of the reform was to clarify learning opportunities, prioritise themes relevant to business operations and create an ongoing process for developing the learning offering. As a result, we launched the revised Barona Academy, which functions as a unified platform for all learning, offering a clear and effective learning package for Barona people.

One example of the reform of Barona's learning models and structures is the use of the 70-20-10 learning model in everyday life. The model is based on the idea that 70% of learning takes place through work tasks, 20% through interaction with colleagues and 10% through formal training. Based on the model, we have created a tool that will enable us to better integrate learning into our daily work, which will improve employee learning and thereby promote engagement. The aim is to promote continuous learning, support skills development and make learning visible, effective and measurable.

BARONA PEOPLE'S LEARNING







A total of 11,009 trainings completed

- Self-study eLearning courses
- Virtual remote training
- Classroom training
- Unspecified

RESPONSIBILITY OBJECTIVES AND OUTCOME FOR THE PEOPLE THEME IN 2024



1.1 Promoting diversity and inclusivity at Barona and in society

 Realised  In progress  Not realised  New indicator






Objective		Indicator	Outcome	Additional information
Objective 1: Developing diversity and inclusivity	Indicator:	We will create a new diversity training program by the end of 2025.		In 2024, we collected information on the diversity competence needs of those working at Barona’s offices. In 2025, we will launch new responsibility training courses that include our separate modules on taking into account neurodiversity and those with partial work ability.
Objective 2: Increasing international recruitment significantly	Indicator:	1,000 employees recruited from abroad in 2025.		In 2024, we recruited approximately 500 employees from abroad. Due to the challenging situation in the labour market and wellbeing services counties, we have lowered the objective.
Objective 3: Allowing Barona employees to be themselves	Indicator 1:	The average score for the “I am appreciated as a person by my working community” statement in the personnel survey for employees working for our clients exceeds 4.0 annually.		The grade average in 2024 was 4.0.
		Indicator 2: The average score for the “I can be myself in our working community” statement in the personnel survey for employees working at Barona offices or units led by Barona exceeds 4.0 annually		The grade average in 2024 was 4.4.

 Realised  In progress  Not realised  New indicator

1.2 Developing Barona employees’ competence

Objective	Indicator	Outcome	Additional information
Objective 1: Investing in learning	Indicator: More than 8,000 trainings attended in the bLearning e-learning environment every year.		In 2024, Barona employees attended 11,009 trainings through Barona’s own online learning environment, which is approximately 15% more than in the previous year.
Objective 2: Barona employees feel that the employer invests in the development of their competence	Indicator : The rating of the “Learning and development” section of the extensive personnel survey is no less than 4.0.		The grade average in 2024 was 4.0.

1.3 Guaranteeing Barona employees’ well-being as working life evolves

Objective	Indicator	Outcome	Additional information
Objective 1: Improving occupational safety	Indicator 1: The lost-time injury frequency (LTI4) of personnel working for our clients is below 12 annually.		The accident rate in 2024 was 9.8. Even though the frequency rose by 30% from the previous year, the target was met.
	Indicator 2: In 2024, we will reduce the number of accidents among employees working at our client’s premises by 20%.		The total number of occupational accidents among those working at client companies was 406. In the previous year, there were 496 such accidents. This means a decline of 21%.
Objective 2: Preventing absences due to sickness	Indicator 1: Annual reduction of absences due to mental health problems until 2025.		Mental health absences decreased by approximately 20% in 2024.
	Indicator 2: Annual reduction of absences due to musculoskeletal diseases until 2025		In 2024, absences due to musculoskeletal disorders decreased by approximately 14% compared to the previous year.
Objective 3: Supporting wellbeing	Indicator: The average number of responses to the employee survey “I feel that Barona supports me sufficiently in coping at work and wellbeing” is more than 3.7 each year among those working at client companies.		The average score in 2024 was 3.72. We changed the reported indicator of wellbeing to better serve the strategic objective.

The responsibility targets for Bravedo as a whole can be found in Bravedo’s sustainability statement.

3.5 RESPONSIBLE CLIENT COOPERATION

Companies operating in the Nordic countries are suffering from a structural shortage of skilled workers due to factors such as demographic development and matching problems. It has only temporarily eased in some sectors due to the weak economic cycle. Solving the shortage of skilled employees requires multisectoral and comprehensive solutions that focus on short- and long-term means.

Our service offering consists of three focus areas: work, learning and wellbeing. The following principles guide our service production:

- The future of work is built on humanity.
- Lifelong learning is the key to resilience.
- People thrive when wellbeing is a priority.

We combine work, learning and wellbeing services with our industry understanding and introduce technology to improve the efficiency of operations. The production of services emphasises digitalisation and the corporate and private customer experience.

Customer cooperation in 2024

In 2024, Barona's customer cooperation was characterised by market instability and internal development projects aimed at improving our ability to serve our extensive customer base in a customer-oriented manner and utilising Barona's entire service portfolio.

During the year, we met approximately 8,000 customer decision-makers at more than 17,000 meetings. We found more than 5,000 new opportunities for a total of more than 2,700 client organisations. In 2024, our customer relationships grew on average, and the number of major clients increased. The number of small customers decreased due to the weak economic cycle.

Revenue from change services grew by more than 75%. Similarly, service centre outsourcing revenue increased by more than 10%. Revenue from services to the energy sector grew by more than one-third. In 2024, we started cooperation with more than 700 completely new clients.

Harmonisation of sales and sales work

Development projects related to customer work in 2024 included the development of key and growth customer management, the development of sales management and the CRM reform.

We developed key and growth account management by building better capabilities to serve selected

clients. We established a new sales support team, clarified target setting and developed customer relationship monitoring. Sales management was developed by building a uniform clear management model. With the new model, we have been able to clarify and harmonise the processes related to customer cooperation.

The replacement of the CRM system was started in 2024. The aim of the project was to upgrade the technical platform for customer work and introduce artificial intelligence, automation and more versatile data to support sales work and sales management. The technical implementation of the project took place in 2024, but the Dynamics CRM system was deployed in January 2025.

Customer satisfaction and sustainability

We measure our clients' experience and satisfaction with our services on a regular basis through client surveys and personal interviews. We develop and reform our service portfolio based on client feedback.

At the end of 2024, the net promoter score (NPS) of corporate customers was +53, which is very high. Compared to the previous year, the result was six points higher. The long-term average was +48, up four points in 2024. In autumn 2024, the average customer experience was 8.3 (on a scale of 0–10, 0=very poor and 10=very good), an increase of 0.1 points compared to the previous year.

In 2024, we received positive feedback on reliability, transparency of cooperation and the availability of the contact person. Our customers gave us a rating of 8.6 for responsibility, which is high and on a par with the previous year (8.7). The positive feedback tells us about the continuous development of our responsibility work and its impact.



Our clients gave Barona
a responsibility rating of

8.6

in 2024.

Our areas of improvement vary between services and business areas. We strive to be more proactive in offering new solutions and development ideas to our clients.

In 2024, we were awarded the Committed level by Ecovadis for Barona's responsibility work. Barona aims to improve the classification by, for example, harmonising and refining the Group-level operating principles and methods. This increases the transparency of our operations.

Cooperation between the private and public sectors

Barona supports municipalities in the management of employment by helping municipalities' job applicants to find work and thereby promoting matching between employers and individuals. We are also an expert in employing job applicants in a difficult labour market situation, such as immigrants and those with partial work ability.

Barona offers public sector operators training, mentoring, support for change situations, integration of immigrants and language training, among other services. Barona organises dozens of recruiting training programmes annually, which are realised in cooperation with employment authorities and employer companies. Barona's strengths in employment management include digital services, industry-specific expertise, a wide range of jobs and an understanding of employers' needs.

Barona partners with educational institutions nationwide. We consult educational institutions on the development of the labour market and companies' competence needs, to help them to develop their course selections accordingly. We help educational institutions to reach potential students and employees. We have educational partnerships throughout Finland. In particular, we have helped educational institutions to develop and increase the volume of educational offering for foreign language students, such as English-language training. We have also promoted the employment of graduate students with local employers, for example.

Barona is a pioneer in the TE25 reform, which transferred the responsibility for organising employment services from the state to new employment areas formed by municipalities at the beginning of 2025. In 2024, we initiated several discussions with future employment management authorities on future service needs and new kinds of employment management concepts.

Barona's aim is to build services to support the strengths of the employment areas, while providing them with new tools that are difficult for the public sector to implement itself. At its best, the cooperation is based on a strong partnership where successes in employment management, lessons learned and good practices are shared.

In 2024, we piloted new kinds of result-based services that combined job search mentoring with job search, digital work environments and

learning at the workplace. In Helsinki, for example, we promoted the matching of employers in the restaurant industry and job applicants with immigrant backgrounds. In spring 2024, we launched an innovation partnership with the City of Tampere and began to develop new employment management practices.

Barona has also developed service concepts based on the impact of employment management, in which the service provider is only paid for successful employment. Barona had its first employment management cooperation pilots with Vantaa and Turku, and in 2024, projects were underway with the cities of Tampere, Lahti, Hämeenlinna, Jyväskylä and Orimattila. The results and lessons learned from these results-based pilots will be utilised in the development of new service solutions.

Case: Innovation partnership with the City of Tampere

In spring 2024, Barona and the Live Foundation were selected as partners of the City of Tampere to develop the City of Tampere's TyöPaikka service. The aim was to create an effective operational model for faster employment and supporting job applicants' retention. The service to be developed was expected to be customer-oriented, impactful and cost-efficient, among other things.



Some of the job applicants covered by the service were long-term unemployed. Individuals were also supported after employment.

In late 2024, the City of Tampere, Barona and the Live Foundation worked on new operational models for employment. The pilot provided particularly good experiences with the joint development of the private and public sectors and the maintenance of a joint job applicant register. Group interviews, which also made everyday life easier for employers and speeded up recruitment, were found to be one of Barona's effective tools. As a result of the six-month pilot, approximately 30% of the 80 hard-to-employ job applicants were employed and approximately seven per cent entered a work trial.


RESPONSIBILITY OBJECTIVES AND REALISATION OF THE CLIENTS AND STAKEHOLDERS THEME IN 2024

2.1 We are a reliable and responsible partner

 Realised  In progress  Not realised  New indicator

Objective		Indicator	Outcome	Additional information
Objective 1: We are a reliable and responsible partner		Indicator : The Net Promoter Score (NPS) of employees working for our clients will improve annually until the end of 2025.		In 2024, the Net Promoter Score (NPS) of corporate customers was +53. The recommendation rate increased by six points.
Objective 2: Barona is a reliable and reputable partner		Indicator : Barona’s overall rating given by the Reputation&Trust study is over 3.5 by the end of 2025		Barona’s reputation had an overall rating of 3.18 (on a scale of 1-5) in 2024. The rating decreased by 0.05 compared to the previous year. Barona’s reputation is better than the average of private employment industry in Finland (3.00).

2.2 Helping the public sector employ and train people

Objective		Indicator	Outcome	Additional information
Objective: Be the public sector’s most comprehensive employment and training service partner		Indicator : We have launched an impact-based employment partnership with at least 10 municipalities by the end of 2025.		By the end of 2024, we had launched an impact-based employment partnership with nine municipalities.

The responsibility targets for Bravedo as a whole can be found in Bravedo’s sustainability statement.



3.6 OUR WAY OF WORKING

Barona understands ethical conduct and good employer and partner practices as perfect compliance with legislation and agreements. However, these days, we are also expected to take a more active role as a humane reformer of working life and social influencer.

Barona's operations are guided by the Code of Conduct, which is used to manage identified material impacts, risks and opportunities. The Code of Conduct document is publicly available [here](#). Barona's operating principles are described in more detail in the topic-specific chapters.

Barona's procurement, i.e. supplier relationships and payment practices, as well as anti-corruption and anti-bribery activities, are guided by Bravado's Group-level guidelines. You can read more about them in Bravado's sustainability statement.

Values in practice

For us, responsibility means putting people first: treating people as individuals and taking into account their wellbeing and needs in all our operations. For us, courage means being critical of our own operations and establishing an open feedback and dialogue culture to initiate public discussion on difficult themes. Barona is a low-hierarchy organisation that believes in individuals' ability to succeed by working in the way they consider most appropriate. This creates a sense of freedom within the company. Cooperation means working together as a tight community and collective across unit boundaries.

BARONA'S VALUES

RESPONSIBILITY

Together, we promote equal and ethical working life. We encourage transparent conduct that supports diversity and respects differences. In our opinion, everyone deserves to find their place in working life. Where necessary, we will tackle difficult issues and develop our own operations. Barona people are known for their ability to take responsibility in working life.

COURAGE

We encourage experiments and rolling up one's sleeves without fearing mistakes. We would rather be pioneers than laggards. We set ambitious goals and create a happier and fairer working life through them. We respect those who take responsibility and who come up with creative new things on their own initiative by utilising their own strengths.

FREEDOM

We give people the freedom to be exactly who they are and to work in their preferred way by following the principles we have set together. With us, you do not need to hide the rest of your life, not your religion, not your hobbies or who you love. We believe in people and a working life that suits them.

COLLABORATION

We create a better working life by working together. We share our competence and expertise with our colleagues, employees and clients. We respect each other's opinions and strive to find solutions together. We make visible the work done together and give thanks for and celebrate successes together.

Barona's corporate culture

We want to offer everyone a working community in which employees can be their true selves. At Barona, we are transparent and we trust and respect each other. Our company's values are freedom, responsibility, bravery and working together.

Employees' experiences of Barona's corporate culture may vary, depending on whether they work at Barona's offices or at client companies. Regardless of where we work, we are always promoting equality, diversity and non-discrimination in all of our activities.

We trust the individual's ability to take responsibility and encourage individual initiative. We encourage employees to seek solutions to tackle both small and big challenges. We are agile and willing to change if the situation requires it.

At the same time, we encourage individuals to ask for advice and support from their team members, supervisors and other personnel. Barona has internal channels and groups through which employees can influence our operations and decisions. We are not afraid to bring up our shortcomings and find solutions together.

Barona has a great responsibility as a major employer and employment agent. We monitor the job applicant and employee experience systematically and develop our services actively

by, for example, investing in employee training and coaching services. We encourage supervisors to actively contribute to the establishment of an open, interactive and respectful corporate culture.

We are relaxed and genuine, we do what we promise, and we support each other whenever necessary. We are genuinely proud of our work and encourage development together. We want to continuously learn and improve both as a working community and as individuals. We believe that together, we can achieve more.

Wellbeing

People are at the heart of all Barona's activities. Wellbeing supports work, success and professional development, which is why we support our employees comprehensively.

We understand that wellbeing comprises both physical and mental health. We also provide support when events in private life affect coping. We focus on preventive measures for the maintenance of our employees' ability to work and wellbeing. We meet all job applicants and employees as individuals, listening to their personal needs and wishes. Our goal is to offer everyone the right job for them.

Cooperation

A positive client experience is one of the focal points of our strategy. Positive client experiences

cannot be achieved without responsible cooperation and transparency throughout the supply chain, including subcontractors.

We ensure that trade secrets and confidential information are processed without compromising the interests of Barona, our employees, job applicants, coaching service participants, clients or partners.

We value all our clients and strive to be worthy of their trust. We treat our clients in an equal and fair manner. We sell, market and communicate our services in line with good business practices.

We operate honestly and take anti-corruption measures. We also expect our stakeholders to implement an anti-corruption policy. We do not tolerate bribery or extortion in any form whatsoever: this also applies to offering, promising, making or receiving inappropriate payments to gain a business advantage or other inappropriate benefits.

We follow transparent and fair competitive practices. We do not condone any anti-competitive practices, including pricing agreements, cartels or the abuse of market position.

In accordance with Barona's Code of Conduct, we observe the World Employment Confederation's (WEC) [Code of Conduct](#) in our personnel resourcing services. We have committed ourselves to the UN [Global Compact initiative](#).

Equity and equality

Barona is committed to supporting and promoting equity and equality. Plans concerning diversity, equity and equality guide our operations.

In accordance with Barona's Code of Conduct, Barona is committed to complying with the principles of the ILO [Declaration on Fundamental Principles and Rights at Work](#) and to respecting the universal human rights included in the UN's [Universal Declaration of Human Rights](#). Barona respects the value, privacy and freedom of religion and the conscience of each individual and does not accept any discrimination, harassment, intimidation or insults in any form in its operations or its supply chains.

Barona strives to reinforce parity through its activities in all of our personnel groups. We always aim to ensure that employees working under a client company are treated equally in relation to the client company's other personnel. We regularly assess the implementation of equality and non-discrimination.

In 2024, preparations were made for the entry into force of the Pay Transparency Directive in June 2026. Barona aims to ensure that one's wage and any pay gaps are based on the difficulty level of the position in question and the individual's experience and performance. During the year, the employee benefit programme, which is open to all Barona personnel groups, was developed further.

You can read more about the coverage of collective agreements, adequate pay, social protection and pay gaps in Bravedo's sustainability statement.

Diversity

Barona's recruitment process focuses on job applicants' competence and suitability for the position in question. We treat all applicants equally. We are aware of the issue of diversity and prejudices related to recruitment and take them into account in our recruitment process. We educate our employees to embrace and promote diversity and inclusion in their work.

Barona promotes diversity in working life by initiating public discussion on multiculturalism and the necessity of international recruitment.

Privacy and data security

At Barona, we process personal data responsibly, carefully and systematically. Our communications concerning the processing of personal data and customer rights are open and clear. We comply with the obligations set out in the EU's General Data Protection Regulation (2016/679).

We respect privacy and maintain a high standard of data security. We comply with data protection laws and good personal data processing practices in everything we do. We require the same from all stakeholders that process personal data on our behalf. We process personal data only for pre-

determined legal purposes. We only collect the data necessary for the purpose, update the personal data regularly, and erase or minimise the personal data that we no longer need.

Our up-to-date privacy policy is always available to the data subjects, and we ensure that the rights of data subjects are enforced by relevant legislation. We maintain the competence of employees who process personal data by providing privacy protection and data security training on a regular basis.

Our service centres in Finland, Sweden, Spain and Poland have been certified by the international data security management system standard ISO 270001.

You can read Barona's privacy policy here: <https://policies.barona.fi/main-policies/>.

Barona as a social influencer

Barona is an active social influencer and responsible reformer of working life. One of our key objectives is to give rise to public discussion on socially important topics. Barona brings up its stand on subjects such as international recruitment, reforming working life and job search, employee wellbeing and cooperation between the private and public sectors clearly and systematically. In addition to Managing Director Lassi Määttä, many Barona experts have appeared in the media and spoken about various social topics at events and social media.

In 2024, we continued to carry out surveys on the development of working life. [The Working Life Survey](#), which was carried out again in late 2024, focused on the experiences of Finnish people working in their own careers, competence and wellbeing. The survey showed that 35% of employed Finns are considering changing workplaces. Based on the results, the increase in work-related stress factors has continued, while employees feel that they have exercised, slept and eaten better. The willingness to move due to work remained low.

[The International Work Force and Future 2024](#) survey conducted in autumn 2024 focused on questions related to recruiting and hiring international talent. The survey indicated that 38% of Finnish employers have hired international employees. The opportunity to work in English has not expanded at all in three years. Slightly more than a quarter (26%) of employers reported that they intend to employ international employees next year. Both surveys were noted in the media and sparked debate on social media as well.

Barona also strives to renew working life by influencing political decision-making and by bringing corporate experiences to the attention of public authorities. In 2024, we contributed to the adequacy of public employment management appropriations, which was driven by the TE25 reform and the transfer of employment services from the state to municipalities. Barona's goal has been to influence the continuity of employment management and to

prevent the emergence of a large service backlog in employment management. In addition, we strive to influence the smoothness of international recruitment. Our goal has been to ensure the effectiveness of recruitment in areas where there is a shortage of skilled workers and to develop practices for cooperation with authorities.

Barona also influences the development of the personnel services sector through Employment Industry Finland.

APPENDIX 1: LIST OF COMPANIES IN BARONA GROUP

Arffman Finland Oy
 Barona AS
 Barona Autonrakentajat Oy
 Barona Contact Center AB
 Barona Customer Care Oy
 Barona Customer Service Oy
 Barona Eesti OÜ
 Barona Finance Oy
 Barona Finland s.r.o
 Barona Flexible Industries Oy
 Barona Global Human Resources Oy
 Barona Henkilöstöpalvelut Oy
 Barona HoReCa Oy
 Barona HR Oy
 Barona Human Resource Services AB
 Barona Human Resource Services AS
 Barona Human Resource Services Sp. Z o.o.
 Barona ICT Services Oy
 Barona ICT Services Poland Sp z o.o.
 Barona Infra Oy
 Barona IT Aps
 Barona IT Oy
 Barona IT Talent Oy
 Barona Itä-Suomi Oy
 Barona Julkiset Palvelut Oy
 Barona Kauppa Oy
 Barona Lapland Oy

Barona Logistiikan Koulutuspalvelut Oy
 Barona Logistiikka Oy
 Barona Logistiikkapalvelut Oy
 Barona Logistiikkaratkaisut Oy
 Barona Lounais-Suomi Oy
 Barona Oy
 Barona Palvelut Oy
 Barona Pohjanmaa Oy
 Barona Production Oy
 Barona Professionals AB
 Barona Projektit Oy
 Barona Rakennus Oy
 Barona RU Ltd
 Barona Sales East Oy
 Barona Sales Fashion Oy
 Barona Sales North Oy
 Barona Sales Oy
 Barona Sales Retail Oy
 Barona Sales Services Oy
 Barona Sales South Oy
 Barona Sales South West Oy
 Barona Sales Trading Oy
 Barona Sales West Oy
 Barona SCC East Oy
 Barona SCC North Oy
 Barona SCC North West Oy
 Barona SCC West Oy

Barona Services Spain S.L.
 Barona Sisä-Suomi Oy
 Barona Solutions Oy
 Barona Sote Oy
 Barona Tekniikka & Asennus Oy
 Barona Teknik & Installation AB
 Barona Teknisk Installasjoon AS
 Barona Teollisuus Oy
 Barona Työkykypalvelut Oy
 Barona Varastopalvelut Oy
 Barona VVS AS
 Creators Oy
 Entry Education Oy
 Finaflow Oy
 Finland Relocation Services Oy
 Fininstallation AB
 Koutsit Group Oy
 Medimanageri Oy
 Portiton Oy
 Saranen Consulting Oy
 Skillcode Oy
 Suomen Rakennuslogistiikka Oy
 TG Talent Gate Oy
 Ugglä Engineering Oy
 Ugglä Engineering Sweden AB
 WMRT Rakennus Oy

APPENDIX 2: CARBON FOOTPRINT CALCULATION METHODOLOGY

Standards

Barona’s carbon footprint was calculated in compliance with the Greenhouse Gas Protocol Corporate Standard, and the boundary approach was operational control. There are no differences in the reporting periods of the companies included in the calculation.

The calculation was based on the principles of the GHG Protocol:

- **Relevance:** ensure the GHG inventory appropriately reflects the GHG emissions of the organisation and serves the decision-making needs of users.
- **Completeness:** Account for and report on all GHG emission sources and activities within the chosen inventory boundary. Disclose and justify any specific exclusions.
- **Consistency:** Use consistent methodologies to allow for meaningful comparisons of emissions over time. Transparently document any changes to the data.
- **Transparency:** Address all relevant issues in a factual and coherent manner, based on a clear audit trail.
- **Accuracy:** ensure that the quantification of ghg emissions is systematically neither over nor under actual emissions and that uncertainties are reduced as far as practicable.

Scope of the calculation

Scope 1 emissions and Scope 2 emissions for the largest offices, Avialogis and leased plug-in cars were calculated directly based on activity data. Scope 2 emissions for other offices and Scope 3 emissions as a whole were accounted for on a cost basis, based on purchase invoices. Expense reports and kilometre allowances paid by Barona are not included in the calculation for 2024.

Barona has no emissions covered by the EU’s emissions trading system and no contractual instruments related to energy. The calculation is limited to Finnish companies. It is not yet possible to distinguish biogenic emissions from the current emission calculation.

The aim is to include emissions from commuting and outbound logistics in the calculations for 2025. Barona has no operations related to other emission categories, which is why emissions are marked as zero for these categories.

Emission data and factors

The primary emission data and factors were mainly obtained from the leasing service partner (cars’ WLTP or NEDC value). Data provided by the leasing service partner take into account is assumed to take into account the following greenhouse gases: CO2, SF6, CH4, N2O and fluorinated hydrocarbons. The

results were indicated as CO2 equivalents in line with one hundred years’ Global Warming Potential (GWP100).

The national average published by the Government was used as the emission factor for purchased energy emissions calculated using primary data. Activity data accounts for approximately 50% of Scope 1–2 emissions and approximately 1.5% of all emissions.

Carbonfox calculates Scope 3 emissions using the consumption-based method by multiplying the sum of the invoice by the corresponding consumption-based emission factor. Scope 3 emission factors are obtained from EXIOBASE3 v.3.8.1. Carbonfox identifies and calculates emissions for Scope 3 categories 1, 2, 4 and 6, where the consumption-based method is permitted under the GHG Protocol. In addition, Carbonfox separately identifies and classifies Scope 3 categories 5 and 8. Their emissions are calculated using the consumption-based method, and the purpose of their separate reporting is to avoid double accounting when the data comes from a source other than purchase invoices.

Greenhouse gases

Global Warming Potential (GWP) is the measure of the impact of greenhouse gases on the climate in relation to carbon dioxide over a specific time horizon (usually 100 years). Greenhouse gases have different GWP values depending on their capacity to absorb longwave radiation and their lifetime in the atmosphere. The GWP values presented in the table below are based on the Intergovernmental Panel on Climate Change’s (IPCC) [sixth assessment report \(AR6\)](#). When the carbon footprint was being calculated, it was uncertain whether the following values had been used to generate the provided emission data.

Greenhouse gas	GWP value (100 years)
CO2	1
SF6	25,200
CH4	27.9
N2O	273
HFC:t*	200-15,000
PFC:t*	7,000-14,000
NF3	17,400

* varies between gases



barona

If you have any questions about Barona's responsibility work,
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