



BARONA'S

RESPONSIBILITY REPORT 2025

barona

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1. ABOUT BARONA



1.1 CEO'S FOREWORD

Dear reader,

you are reading Barona's Responsibility Report for 2025.

The year 2025 remained challenging in Barona's main market area in Finland. The international geopolitical situation caused uncertainty, and domestic demand and the level of investment by companies remained low in Finland.

Barona creates a sustainable future for working life. We connect skills, work, and technology so that businesses and people thrive. It is a matter of honor for us to act responsibly as an employer, recruiter and in all other partner roles.

Barona is part of Bravedo, and the parent group is preparing for CSRD-aligned reporting. This Barona's Responsibility Report is now aligned with the VSME reporting standard for the first time. The new report provides an even clearer picture of Barona's responsibility work and development.

We are one of the largest employers in Finland. Last year, Barona provided employment to more than 16,000 people. We act as an important working life partner for companies and the public sector and take this role seriously. Despite the general challenging employment situation, there was still a chronic shortage of skilled workers in certain industries and regions in 2025, and solving the problem of competence and regional mismatch is therefore vital for Finland.

Last year, we hired more than 2,700 new employees under the age of 30. This reflects Barona's role as an employer for young people, and we offer many people their first step into working life. We have invested in the well-being of our employees in a long-term and proactive manner. In addition to individual impacts, this work was also reflected in the fact that in 2025, we had 17% fewer short-term sickness absences than the previous year, and we managed to reduce the risk of disability by 41%.

At Barona, we are proud of our company's social impact. This is demonstrated by the Upright analysis of the net impact of companies; according to it, Barona's overall impact is very positive. Our overall score is +41, placing Barona among the world's top 30% of companies in terms of impact.

Thank you for your interest in Barona. Let's make Finland and the Nordic countries a better place to work together.

Best regards,
Markus Oksa
CEO, Barona



1.2 REPORTING PRINCIPLES

This Barona Ltd's consolidated Responsibility Report focuses on describing Barona Group's business operations, results and governance practices related to material impacts, risks and opportunities. The economic and personnel data also include the Group's international operations, unless otherwise stated. The Barona Group companies included in the report are listed in Appendix 2. The Responsibility Report has been prepared in accordance with the EU's voluntary sustainability reporting standard (VSME), including the disclosure requirements of the Basic Module and the Comprehensive Module.

This report compiles the key information concerning Barona from Group-level reporting and supplements it with aspects that are relevant to Barona. 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 Responsibility Report.

Barona is part of the Bravedo Group, which reports on responsibility in accordance with the EU's sustainability reporting standards (ESRS) from the financial period 2027. You can read about the responsibility of Bravedo Group as a whole in the Group's Responsibility Report.

1.3 BARONA IN BRIEF

Barona was established in 1999, and it is the largest employment industry company in Finland and one of the largest employers in Finland. We provide personnel services, outsourcing solutions and services related to the development of working life to the private and public sectors. The operations cover the entire employment lifecycle. Our solutions connect people and technology. Our vision is to be the most impactful growth platform in working life for people and organizations.

Barona's primary operating area is Finland, but growth is also actively sought in other Nordic countries. In Finland, we operate at 29 locations and serve our customers in almost all industries. We operate internationally in nine countries: Finland, Sweden, Norway, Denmark, Estonia, Poland, Slovakia, Spain and North Macedonia. Barona has eight sales, customer service and back office service centers in Finland, Sweden, Poland and Spain.

Barona acts as a partner for corporate and public sector customers in the reform of work, services and operational models. The aim of the strategy is to combine the Group companies' in-depth industry- and competence-specific expertise into customer-specific service solutions that support the efficiency, scalability and reform of customers' operations. Due to the nature of the industry, strategic responsibility aspects are particularly related to people, working life and social impact, as well as good governance throughout the value chain.

The locations of the sites managed by Barona are provided in [Appendix 3](#).



BARONA'S YEAR 2025 IN FIGURES

Total number of employees as full-time equivalents (FTE)

5,436

working at customers' locations

755

working at Barona offices

International recruitment volume

174

employees recruited from abroad to Finland and the Nordic countries

Number of customer organisations

2,410

Balance sheet total EUR

294

million

Revenue EUR

355

million

Service solutions:

Work, Learning, Well-being, Outsourcing, Global work and Experts

BARONA AS A CREATOR OF VALUE

RESOURCES

Economic capital

- Turnover 355 million euros
- Operating profit 9.9 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 1,487 m³
- Energy 6,140 MWh



THE SOLUTION HOUSE FOR WORKING LIFE

We are the most impactful growth platform in working life for people and organizations

IMPACT

Economic impact

- Salaries and remuneration 241.6 million euros
- Tax footprint 156.4 million euros
- Pensions 40 million euros
- Indirect employee expenses 11.6 million euros

Environmental impact

- Greenhouse gas emissions 23,895 tCO₂e (scope 1, 2 and 3)
- Emissions intensity 68 gCO₂e (scope 1, 2 and 3)

Social and societal impact

- Employment created: (FTE) 6,191
- Employing young people 39% of personnel are under 30
- Employing immigrants and increasing the diversity of the business sector
- Strengthening the skills of the workforce
- Promotion of occupational safety
- Improving the wellbeing of the workforce

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



VISION

The most impactful growth platform in working life for people and organizations.

PROMISE

Barona is the solution.

PURPOSE

We create a sustainable future for working life.

barona

THE SOLUTION HOUSE FOR WORKING LIFE

MISSION

We connect skills, work, and technology so that businesses and people thrive.



1.4 BARONA'S BUSINESS ACTIVITIES IN 2025

Barona's year 2025 remained challenging. The weak economic situation in Finland continued and our growth was slowed down particularly by weak domestic demand. Uncertainties related to the labour market, the geopolitical situation and the need to rationalise public finances weakened confidence and postponed investment and consumption decisions. Thus, the operating environment remained cautious throughout the year, and the market did not return to a clear growth phase.

According to Employment Industry Finland, the revenue of the twenty largest companies in the private employment sector decreased by 8.9% when compared to 2024, which reflects the challenging situation in the industry. During the period under review, the revenue of the Barona Group operations decreased by 11.5% when compared to 2024, amounting to EUR 355 million. Operating profit was EUR 9.9 million (2.8%).

The year was challenging in the Industry and Construction Business Area. Amidst a recession,

the personnel needs of industrial and construction companies were generally low. Major investment projects, such as the construction of data centers, on the other hand, brought new growth. In 2025, the business area identified two common strategic priorities: supporting green transition projects and international labour force solutions.

In the Logistics and Services Business Area, the overall business development was positive, considering the prevailing market situation. In the public sector and the logistics sector, the demand for personnel increased significantly, and they were the largest growth segments in the business area. The automation system of the Avialogis logistics center was expanded, which means that Barona has one of the largest installations and the highest levels of automation in Finland. In the hotel and restaurant industry, the demand for personnel services contracted slightly, but we took new steps in public-sector restaurant service accounts. In the social and health care sector, the challenging situation of the well-being services counties had a strong impact on the demand for services, especially with regard to nurses. However, the demand for the services of Medimanageri, which offers doctor staffing, remained at the expected level.

In the Professionals Business Area, the recruitment and resourcing needs of knowledge work experts and management remained at a very moderate level throughout 2025. Outsourcing services and solutions business, such as remote IT support services provided from service centers and solu-

tions for customer service and sales, generated the majority of the business area's revenue. In the IT sector, several new customer accounts were opened in local and remote support services as well as customer service and sales solutions during the past year, while correspondingly service volumes decreased in some long-term customer accounts. The psychologist services business declined slightly compared to the previous year.

In the Learning and Wellbeing Business Area, the year 2025 was characterised by the realisation of the reform of the management of public employment and the launch of the new employment areas, the impacts of which were the strongest early in the year. The change affected most of the business area's operations and had a significant impact on the employment services provided to the public sector 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 promote the learning of employees in each unit of the business area. In addition, the business units created innovative concepts, such as a service that promotes strategy implementation.

Barona and the parent company Bravedo carried out several mergers and acquisitions during 2025. At the end of the year, a shareholding arrangement was implemented in which pension insurance company Ilmarinen became a new shareholder in Bravedo

and of the previous shareholders, pension insurance company Elo increased its shareholding in Bravedo. Nordic Mezzanine will also continue as a shareholder in Bravedo. In 2025, Barona acquired the HR services business related to industrial construction production management services of Sitedrive Oy and the business operations of Nextmile, which offers coaching services to employers and experienced employees. In addition, Barona divested its holding in its former associated company Coordea.

In 2025, Pekka Hietaniemi and Risto Siivonen joined Barona's Board of Directors as new members. The Chair of the Board is Juko Hakala. Markus Oksa and Taru Tujunen will continue as members of the Board.

BARONA AND BRAVEDO BUSINESS AREAS

Together we are Bravedo.

BRAVEDO



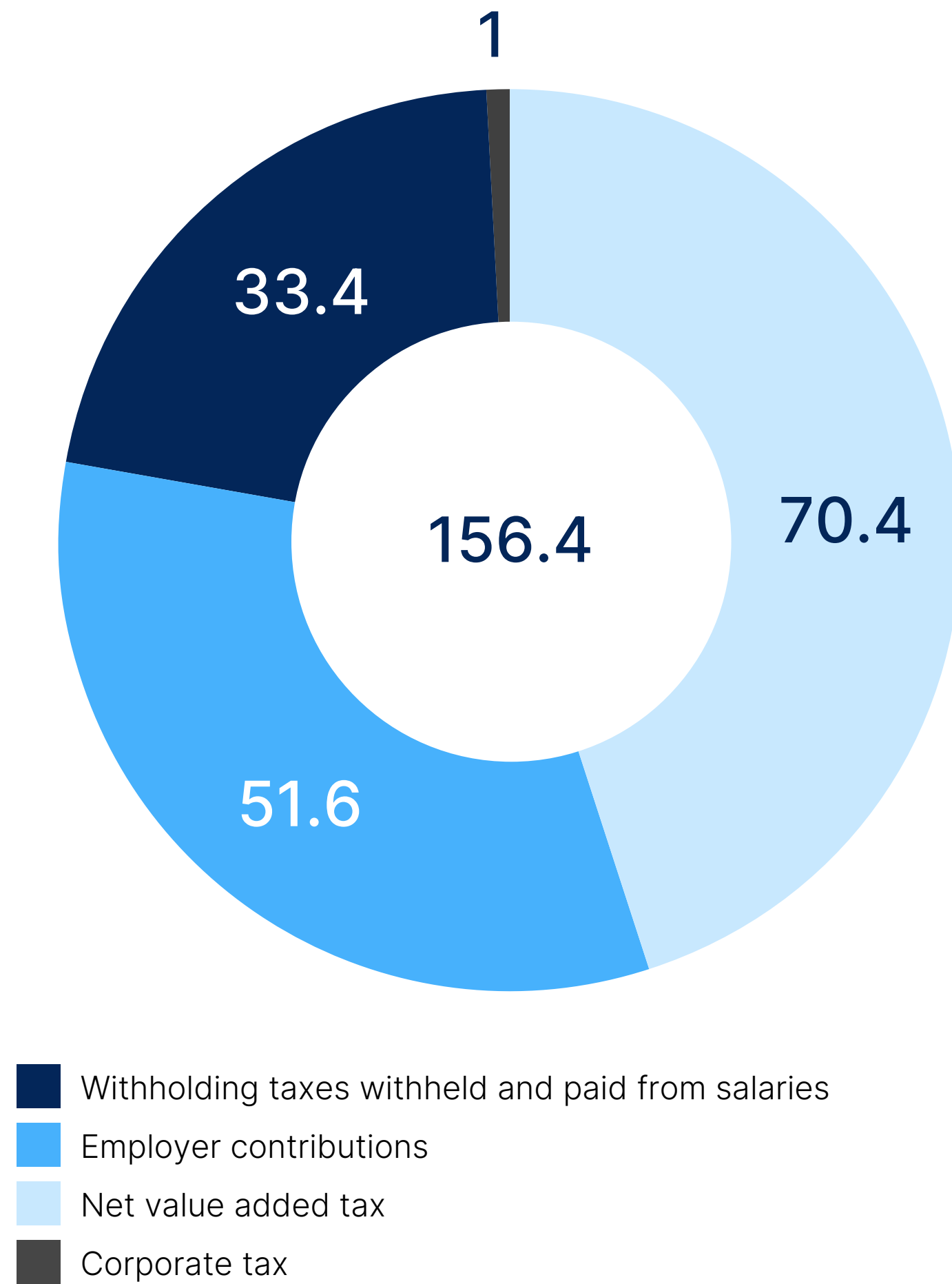
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BARONA'S SERVICE CATEGORIES



BARONA'S TAX FOOTPRINT 2025 (€M)



BARONA'S NET IMPACT 2025 (UPRIGHT)



Net impact ratio +41

According to Upright's analysis measuring the net impact of companies globally, the overall impact of Barona is very positive and significant. Upright's model measures the positive and negative impacts of organisations and makes the value creation of companies in all sectors comparable. Barona ranks in the top 30% of Upright's global comparison of more than 9,000 companies all over the world.

1.5 HIGHLIGHTS OF RESPONSIBILITY WORK IN 2025

16,149

found employment through Barona

39%

of personnel under 30 years of age

+64

client company experience (NPS)

We started continuous

INFORMATION SECURITY TRAINING



for personnel working in Barona's offices with repeated phishing email simulations.

We started cooperation with the open unemployment fund A-kassa to

PROMOTE THE EMPLOYMENT

of their members

17%

of the personnel are non-Finnish citizens

2,720

new employees under 30 years of age hired in 2025

+35

Employee experience, employees working at clients' locations (NPS)

We started to conduct a regular

EQUALITY AND NON-DISCRIMINATION SURVEY

for our employees working at client companies.

We prepared

A CLIMATE ROADMAP



for the company and committed to the environmental targets set out in the Paris Agreement. 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.

17%



fewer short-term sickness absences (1-3 days) than in the previous year

41%

less disability risks than in the previous year

72%

of those working at Barona's offices completed the new responsibility training

We added

ACCESSIBILITY GUIDELINES



for all Barona offices in Finland to our website.

We achieved the Committed level in

IN THE ECOVADIS RESPONSIBILITY ASSESSMENT

1.6 RESPONSIBILITY IN BARONA'S OPERATIONS

Barona's responsibility work is based on current legislation and regulations, Bravedo Group's policies and common operating principles as well as Barona's business areas' and units' specific strategies and operational models. Bravedo's operating principles and management model are described in Bravedo's Responsibility Report.

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

Barona's operational responsibility activities are managed by Barona's COO, who reports to the Board of Directors together with the company's Steering Group. The COO reports annually to the Board of Directors on responsibility. The respon-

sibility development group established in 2025 coordinates the implementation of the responsibility goals. 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.

The common operating principles mentioned in the responsibility program are part of the induction programs and the recruitment and employment management guidelines, and the work follows the agreed policies. Barona's employees undergo regular training, which is registered, and the completion rates are monitored by HR.

Barona's certificates and environmental labels

In 2025, we achieved the Committed level in the EcoVadis responsibility assessment (60 points, +5 points compared to 2024). We were therefore among the top 41% of those rated.

Our service centers in Finland, Sweden, Spain and Poland are certified in accordance with the international data security management system standard ISO 27001.

Barona's industrial sectors hold the Kiwa Inspecta HSEQ certificate for responsibility, safety and quality.

1.6.1 Responsibility program

Barona's business is based on personnel-intensive services, which is why the impacts related to social responsibility are strategically essential. These include, in particular, working conditions, occupational well-being and safety, equality and competence development. The most important environmental themes are energy consumption and greenhouse gas emissions in our own operations and value chain. Human rights-related risks are examined both in our own operations and in the value chain, especially in international recruitment and subcontracting chains. The key themes related to good governance concern ethical operating principles, internal control and whistleblowing channels.

Barona has carried out a double materiality assessment as part of the Bravedo Group, with the following ESRS standards identified as material:

- E1 Climate change mitigation and energy
- S1 Own workforce
- S2 Workers in the value chain
- G1 Governance

You can read more about the materiality assessment in Bravedo's report. Material topics are managed through Barona's responsibility program.



BARONA'S RESPONSIBILITY PROGRAM

Responsibility topics	Themes	Policies	Theme-related commitments and certificates	Indicators
Barona people	Promoting diversity and inclusion at Barona and in society	Bravedo's HR policy Bravedo's human rights policy Barona Code of Conduct	UN Declaration of Human Rights ILO Conventions OECD guidelines UN Global Compact corporate responsibility initiative FIBS diversity commitment Employment Industry Finland guidelines on responsible recruitment of foreign employees	Verified cases of harassment and discrimination Verified violations of the Employment Industry Finland guidelines on responsible recruitment of foreign employees Response to the "I am appreciated as a person by my working community" statement in the personnel survey for employees working at our clients' locations Response to the "I can be myself in our working community" statement in the personnel survey for employees working at Barona offices and units managed by Barona
	We help young people find employment	Bravedo's HR policy Barona Code of Conduct	UN Declaration of Human Rights	Number of new employees hired under the age of 30
	Developing Barona employees' competence	Bravedo's HR policy Barona Code of Conduct	UN Declaration of Human Rights	Training hours for employees working at Barona offices and units managed by Barona
	Guaranteeing Barona employees' well-being as working life evolves	Bravedo's HR policy Barona Code of Conduct	UN Declaration of Human Rights ILO Conventions	Accident frequency of personnel working at clients' locations (LT14) Absences due to sickness of Barona's personnel (% of total personnel)
Clients and stakeholders	We are a reliable and attractive working life partner	Bravedo's procurement policy Bravedo's HR policy Bravedo Supplier Code of Conduct Barona Code of Conduct	UN Convention Against Corruption	Net Promoter Score (NPS) for employees working at clients' locations Overall rating in the Trust&Reputation survey
	We help the public sector employ and train people	Bravedo's procurement policy Barona Code of Conduct		Number of impact-based employment partnerships initiated with municipalities
Environment	Mitigating the negative climate impacts of Barona and our value chain	Bravedo's environmental policy Barona Code of Conduct	UN Global Compact corporate responsibility initiative Science Based Targets initiative (SBTi)	Reduction of Barona's Scope 1-2 greenhouse gas emissions Reduction of Barona's Scope 3 greenhouse gas emissions Barona's climate impact to net zero

* Barona is committed to the operating principles of the parent company Bravedo, which you can read more about in Bravedo's Responsibility Report.

1.6.2 Cooperation and key stakeholders

Barona’s responsibility work is based on active interaction and dialogue with clients, employees and job applicants. In addition to these, significant stakeholders include suppliers, political decision-makers, authorities, labour market organisations and other partners. The dialogue, purpose and results with significant stakeholders are described in the table on this page.

Barona is the largest private employment company in Finland, which is why diverse cooperation and engagement are considered to be important:

- Barona is a member of FIBS, the largest corporate responsibility network in the Nordic countries.
- In 2025, we participated in the development of the personnel services sector 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 2025, Barona was an employer member of Employment Industry Finland, Service Sector Employers Palta, Technology Industries of Finland, the Confederation of Finnish Construction Industries, the Finnish Commerce Federation and Finnish Hospitality Association MaRa.

Stakeholder	How the interaction is organised	Purpose of the interaction	How the outcome of the interaction is taken into account
Employees and work applicants	Intranet Job search application Employee application Personnel events Surveys Development discussions	Providing job opportunities, developing competence, supporting well-being 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, service development and deepening of customer relationships.	Customer feedback guides the development of services and operational models.
Suppliers	Meetings Procurement negotiations Agreement management Communication	Development of cooperation, ensuring security of supply and increasing responsibility in the supply chain. Developing working conditions and employment relationships. Dialogue also ensures the implementation of human rights and strategic policies.	The outcomes of the interaction are used to update procurement practices, HR policy and sustainability requirements.
Political decision-makers, public authorities and labour market organisations	Meetings Events Working groups Public debate Reports	Development of the regulatory environment and promotion of initiatives. Compliance with legislation and regulations. Supporting the functionality of the labour market. Developing transparency in the industry.	Compliance is ensured, operational models are developed and the regulation of the sector is influenced through dialogue.
Other partners	Cooperation agreements and projects Events Research projects	Ensuring a skilled labour force and supporting students in their transition to working life, for example. Developing new innovations and leveraging academic knowledge in business. Social advocacy.	The outcomes of the cooperation are utilised in the development of services and operational models. Participation in social engagement and public debate.

2. ENVIRONMENT



2.1 ENVIRONMENTAL POLICIES

Barona's strategic intent is to promote sustainable activities and minimise the negative climate impacts of our operations. Barona is committed to Bravedo Group's environmental policy, which you can read more about in Bravedo's Responsibility Report.

2.2 CLIMATE CHANGE MITIGATION

Barona's goal is to mitigate the negative climate impacts caused by the company's own operations and value chain. The majority of Barona's climate impact consists of Scope 3 emissions. Thus, the most significant identified impacts arise from purchased goods and services. In our own operations, leased cars are the most significant source of emissions.

We have refined our carbon footprint accounting year by year. In 2025, the calculation was expanded to cover an even larger proportion of business premises as well as data collected from commuting surveys in order to achieve reliable baseline data. We are committed to setting science-based climate targets in line with the SBTi framework.



2.2.1 Climate change targets and measures 2025

Barona set science-based climate targets during 2025. The targets will be submitted to the Science Based initiative (SBTi) for validation during 2026. The target is to reduce Scope 1 and 2 greenhouse gas emissions by a total of 58.8% and Scope 3 greenhouse gas emissions by a total of 35% from the 2025 level by the end of 2035.

No annual milestones have been set for the time being, but their achievement is monitored annually.

Indicator	Baseline 2025 (tCO2eq)	Target level 2035 (tCO2eq)	Outcome 2025 (change vs 2024)
Reduction of Barona’s Scope 1–2 greenhouse gas emissions	322	250	-50.2%
Reduction of Barona’s Scope 3 greenhouse gas emissions	23,573	15,226	7.4%
Reduction of Barona’s Scope 1-3 greenhouse gas emissions	23,895	15,476	5.7%

Key actions in 2025:

- A Bravedo-level environmental policy was prepared and published.
- Emission calculations were refined to include commuting surveys and all business premises.
- The SBTi process was launched by setting climate targets and preparing a preliminary transition plan.
- Active dialogue took place with pension insurance companies to reduce the emissions of investments.
- In 2025, a total of 429 IT devices used by Bravedo, of which 425 were laptop computers, were reused at the end of the lease period.

Planned next actions:

- Further developing the coverage of emissions accounting, data quality and the proportion of primary data as well as the automation of data collection and accounting.
- Validating the SBTi targets.

2.2.2 Transition plan

In 2025, under the leadership of an environmental advisor, we prepared emissions targets and a preliminary transition plan for Barona in accordance with the Paris Agreement. Our environmental targets have not yet been approved by the SBTi, so they may still change.

A roadmap has been prepared for 2025–2035 for achieving the goals presented in the table. A more detailed annual plan for implementing the measures has not yet been defined.

Achieving the targets will require significant actions, especially with regard to Scope 3 emissions, which account for more than 90% of Barona’s greenhouse gas emissions.

KEY EMISSION REDUCTION MEASURES

Measure	Emission reduction potential of total emissions	Target area
Procurement of cloud services and data centre services from operators that use renewable energy	2.1%	Scope 2
Climate requirements for pension companies and/or selection of the pension company with the lowest emissions by 2035	20.3%	Scope 3
Supporting low-emission commuting	4.8%	Scope 3
Mandatory environmental requirements for subcontractors (excluding pension insurance and IT)	3.8%	Scope 3
Extending the lifespan of IT hardware and purchasing second-hand hardware where available	1.0%	Scope 3

2.2.3 Energy consumption and greenhouse gas emissions

ENERGY CONSUMPTION AT BARONA (MWh)

Indicator	2025	2024	Change (2025-2024) %
Total renewable energy consumption (MWh)	3,775	1,045	261%
Share of renewable energy (%)	61%	30%	-
Biomass-based energy consumption (MWh)	-	-	-
Share of purchased energy (MWh)	-	-	-
Share of self-generated energy (MWh)	207	205	1%
Total fossil energy consumption (MWh)	2,365	2,109	12%
Share of fossil energy (%)	39%	61%	-
Share of purchased energy	-	-	-
Share of self-generated energy (MWh)	-	-	-
Nuclear energy (MWh)	0	303	-100%
Share of nuclear energy (%)	0	9%	-
Total energy consumption (MWh)	6,140	3,457	78%

BARONA'S GREENHOUSE GAS EMISSIONS (TCO₂EQ)

	2025	2024	2023	Change (2025-2024) %
Scope 1	68	110	91	-38%
Biogenic emissions	-	-	-	-
Scope 2	254	537	114	-52.7%
Biogenic emissions	-	-	-	-
Location-based emissions	254	537	114	-52.7%
Market-based emissions	730	-	-	-
Scope 3	23,573	21,958	31,005	7.4%
1. Purchased goods and services	22,790	21,607	29,616	5%
1.1 Cloud computing and data centre services	-	-	-	-
2. Capital goods	0	-	-	-
3. Fuel and energy-related activities	145	107	-	35.5%
4. Upstream transportation and distribution	393	157	806	250%
5. Waste generated in operations	3	0	2	-
6. Business travelling	124	7	105	1,671%
7. Employee commuting	106	-	-	-
8. Upstream leased assets	-	45	322	-
9. Downstream transportation	-	-	-	-
10. Processing of sold products	-	-	-	-
11. Use of sold products	-	-	-	-
12. End-of-life treatment of sold products	-	-	-	-
13. Downstream leased assets	-	-	-	-
14. Franchises	-	-	-	-
15. Investments	12	35	154	-66%
Total GHG emissions	23,895	22,604	31,210	5.7%
Location-based emissions	254	-	-	-
Market-based emissions	730	-	-	-

Emissions intensity (gCO ₂ eq/€)	2025
Scope 1–2 emissions intensity (location-based)	0.91
Scope 1–2 emissions intensity (market-based)	2.24
Scope 1–3 emissions intensity (location-based)	67
Scope 1–3 emissions intensity (market-based)	69

Barona offices mainly use energy for normal office purposes, such as lighting, electronics and kitchen appliances.

The direct monitoring of energy consumption covers those offices and service centers for which we have received precise consumption data. The consumption of other premises has been estimated. We have also taken into account the emissions of our leased internal combustion engine cars in our energy consumption.

The electricity and district cooling used by our headquarters has been fully emission-free since 2020.

How was our carbon footprint calculated?

Barona carried out the calculation internally in cooperation with an external expert. The calculation of emissions for 2025 covers the Finnish and international business operations.

Scope 1 emissions have been calculated based on activity data. In calculating Scope 2 emissions, the activity data is based on the consumption of plug-in leased cars and the energy consumption of locations for which we have received precise consumption data. Scope 2 emissions for other offices and the majority of Scope 3 emissions were accounted for on a cost basis, based on purchase invoices. Location-based and market-based emissions have been calculated in energy consumption. For upstream leased assets, the emission consolidation method has been harmonised with the rest of the Group and some of the emissions previously recorded in Scope 3.8 have now been recorded in Scope 2.

Accounting based on purchase invoices 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 calculation methodology in [Appendix 4](#). The Barona companies included in the accounting are listed in [Appendix 2](#).

2.2.4 Climate risks and opportunities

Barona has identified its own material impacts, risks and opportunities related to climate change as part of the Bravedo Group’s double materiality assessment, which can be read more about in Bravedo’s Responsibility Report.

Material responsibility topics include energy consumption and greenhouse gas emissions both in the company’s own operations and in the value chain. Material climate-related risks include customer, reputation and cost risks. All of the identified material risks are medium-level transition risks in terms of probability and severity and concern the company’s own operations and the supply chain. The material short-term risks are related to rising energy prices and additional costs caused by regulation.

The aim is to mitigate the risks through science-based climate work, which also provides potential cost savings, reputational benefits and financing opportunities.

2.3 CIRCULAR ECONOMY AND WASTE MANAGEMENT

In accordance with our environmental policy, we pay attention to the sustainable procurement of renewable natural resources, recycling and reducing the use of virgin resources. We comply with the principles of the circular economy depending on the nature of operations. 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 2025, Barona’s operations generated a total of 229 tonnes of waste. Cardboard accounted for 83% of the waste.

2.4 OTHER ENVIRONMENTAL THEMES

Water consumption at Barona’s headquarters consists of the use of kitchens and toilets in the offices, and there is little variation from year to year.

Water consumption	2025
Water withdrawal in water stress-critical areas (m³)	1089
Total water consumption m³)	1487



Avialogis

While Barona mainly focuses on personnel-intensive service business, Barona’s Avialogis logistics center is the most significant single cause of environmental impacts. Particular attention is paid to the sustainability of the logistics center.

Since August 2023, Barona’s logistics center Avialogis has been using solar energy to generate electricity in the property. In 2025, Avialogis’ solar power plant system produced approximately 207,000 kWh of electrical energy for the operations of the logistics center. All purchased electricity comes from certified renewable energy sources.

Avialogis’ operations generated approximately 301 tonnes of waste in 2025. 63% of the waste was cardboard waste. The amount of waste increased by 20% compared to the previous year due to the increased need for packaging material. In terms of weight, our waste sorting partner reports a recovery rate of almost 100% for our largest waste fractions, i.e. cardboard and energy waste.

3. PEOPLE



3.1 POLICIES RELATED TO OWN PERSONNEL

Barona has compiled a [Code of Conduct](#) to which all personnel are committed. In addition, Barona complies with the parent company Bravedo's HR and human rights policy (read more in Bravedo's Responsibility Report). In accordance with this Code of Conduct, Barona does not tolerate any form of forced labour, child labour, human trafficking or discrimination. In addition, Barona is committed to promoting the physical and mental health of its employees and preventing occupational accidents.

Barona is committed to addressing any shortcomings in its operations. In accordance with our cultural promise, we encourage each of our employees to bring up any perceived shortcomings. Compliance with the Code of Conduct is monitored through reports received through the Whistleblowing channel (see section 5.1 for more information). The progress of the Code of Conduct objectives is monitored through the metrics set for each responsibility theme.

3.2 EMPLOYMENT AND LABOUR MARKET IMPACT

Barona is a significant employer and a solver of the labour market mismatch problem. Our social impact arises from our ability to provide employment, increase the total Finnish labour 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 the employability of individuals and their comprehensive wellbeing are at the core of Barona's strategy.

During 2025, we employed 16,149 individuals. In full-time equivalents (FTE), the figure was 6,191, of which 755 worked at Barona's offices in Finland.

The average duration of employment relationships (excluding so-called gig workers) for those working at client companies in 2025 was 20.3 months, which is approximately one month more than in 2024. The average duration of employment at Barona's offices was 40.3 months, which was slightly over 2 months shorter than in the previous year.

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 Avia-logis logistics center and service centers. Employees working at client locations are Barona employees, but they work in the client organisation under the management and supervision of the client company.

In this report, employees working in units managed by Barona are included in those working at client companies, unless otherwise stated.

Gig work at Barona

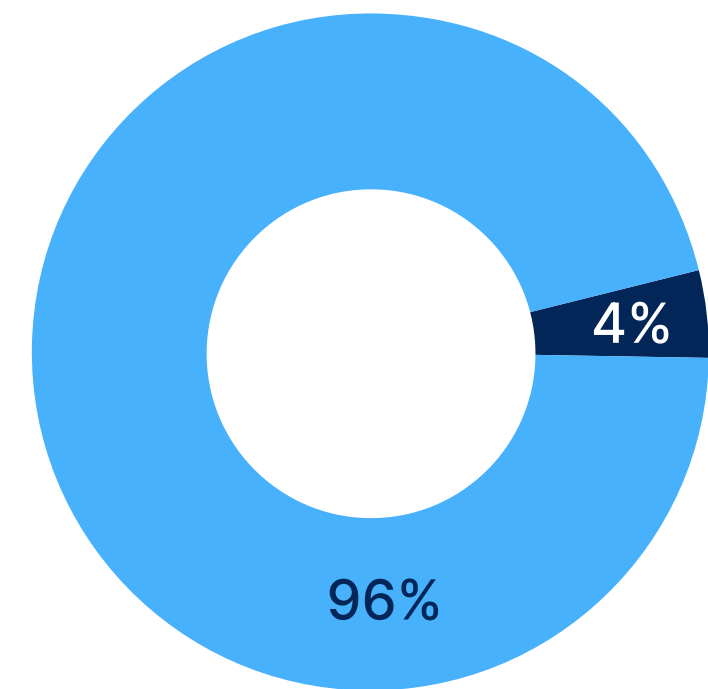
Gig work refers to short-term or individual shifts that are typically related to seasons or acute labour needs in different industries. At Barona, gig work takes place in many sectors: industry, construction, hospitality, retail, logistics and IT.

Gig work at Barona in 2025:

- A total of 6,871 employees did gig work.
- A total of 259,141 gig shifts were completed.
- On average, gig work amounted to 20 hours per month per employee.
- The satisfaction of Barona's gig employees with Barona was +39 (NPS).

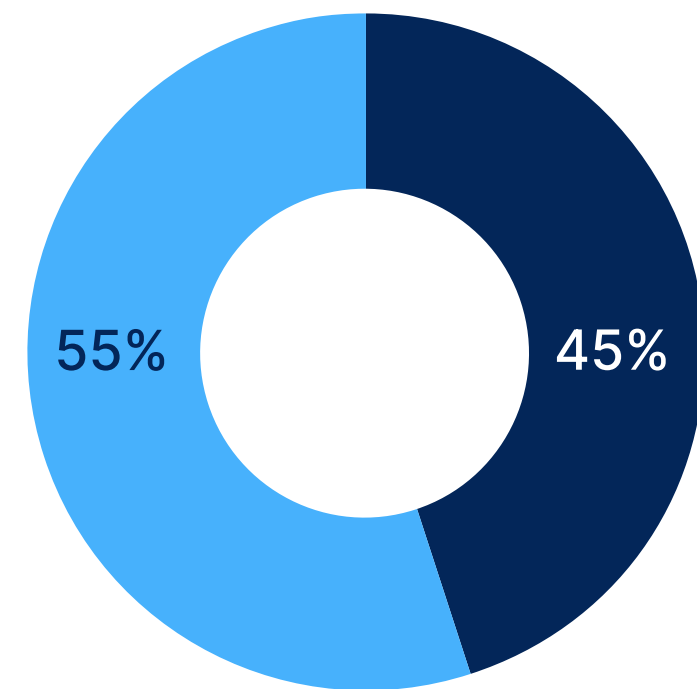
FORM OF EMPLOYMENT (FTE, FINLAND)

Employees at Barona offices



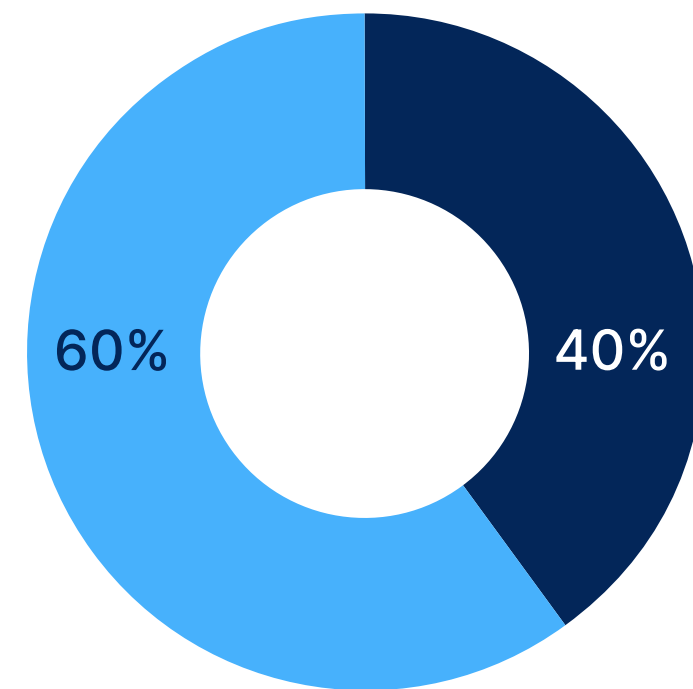
Permanent
Fixed-term

Employees at clients' locations



Permanent
Fixed-term

Total



Permanent
Fixed-term

NUMBER OF EMPLOYEES BY COUNTRY (FTE)

Country	Employees at Barona offices	Employees at clients' locations	Total
Finland	651	4,797	5,448
Sweden	21	167	188
Norway	75	0	75
Estonia	2	178	180
Poland	0	49	49
Spain	0	240	240
Other countries*	6	5	11
Total	755	5,436	6,191

* Other countries include Denmark, Russia and Slovakia.

EMPLOYEE TURNOVER IN 2025 (FINLAND)

	Employees at Barona offices	Employees at clients' locations
Exits	175	4,198
Employee turnover (%)	20%	29%

3.3 PROMOTION OF DIVERSITY AND INCLUSION

Barona's values include promoting an equitable and ethical working life. We want to take responsibility by developing our own operations and ensuring the realisation of diversity so that we can respond to, for example, labour mismatch problems and the working life concerns of both young and experienced employees.

In Barona's recruitment process, we emphasise the competence and suitability of job applicants for the job description and strive to treat all applicants equally. We recognise that any unconscious biases may affect the assessment of applicants based on age, gender, background or other personal characteristics. We aim to reduce their impact through uniform assessment criteria and the development of neuro-inclusive recruitment practices.

We strengthen the diverse management skills of supervisors through continuous training and coaching, thereby supporting an equitable and

diverse working life for the benefit of our customers and employees. We are committed to FIBS' diversity pledge. In other words, Barona is committed to promoting the diversity, inclusion and parity of its working community.

The implementation of the principles of equality and non-discrimination is monitored regularly. Barona conducts an equality and non-discrimination survey for its own personnel every two years, also hearing the perspectives of people who are particularly vulnerable to impact or marginalisation. Such perspectives acknowledged in the survey include age, gender, sexual orientation, disability, ethnic and cultural origin, and religious or political affiliations. The experiences related to equality among those working at client companies are monitored on a monthly basis. Employee feedback helps to identify any shortcomings and areas for development.

A total of 10 reports related to discrimination or harassment were received during the reporting period. One incident of discrimination and one incident of harassment were verified in our own or the authorities' investigation. The case of discrimination was related to a recruitment situation in which the guidelines of the Finnish Immigration Service concerning the validity of the right to work of a job applicant had been misinterpreted, resulting in the person not being hired at the time. In accordance with the recommendation of the Non-Discrimination Ombudsman, Barona paid compensation, and the

matter was settled amicably. Based on the case, Barona has specified internal guidelines related to the assessment of the right to work.

The harassment case was processed in accordance with Barona's internal processes in cooperation with the parties involved, HR and the supervisor, and a written warning was issued as a result of the case. During the reporting period, no serious human rights violations were identified in our own processes, audits or in contacts with employees or other stakeholders.

Extending the careers of experienced workers

Barona promotes the retention of seniors, i.e. people over the age of 55, in working life. In 2025, the senior employee programs covered:

- ca. 400 senior employees
- ca. 80 supervisors
- 6 employers
- 2 trade unions that offered the service to their members

Coverage of collective agreements and adequate remuneration

The actualisation of minimum wage is ensured by complying with the applicable collective agreements and the provisions of the Employment Contracts Act. Remuneration is determined according to the job description, market practices and applicable collective agreements. Objectivity and gender equality are ensured by applying clear predefined criteria. There is no data on the gender pay gap available for the reporting period, but the harmonisation of the Group's salary data and calculation principles will be developed during 2026.

In 2025, 99.2% of employees working at Barona's client companies were covered by a collective agreement. Of the employees working at Barona's offices in Finland, 47% were covered by collective agreements. As a rule, salaried employees working in supervisory positions, for example, are no longer included in the scope of the collective agreement.

OBJECTIVES AND MEASURES RELATED TO THE THEME

Indicator	Target level 2025	Outcome 2025 (2024)	Target level 2026
Response to the "I am appreciated as a person by my working community" statement in the personnel survey for employees working at clients' locations (scale 1-5)	Average above 4.0	4.2 (4.0)	Average above 4.0
Response to the "I can be myself in our working community" statement in the personnel survey for employees working at Barona offices and units managed by Barona (scale 1-5)	Average above 4.0	4.4 (4.4)	Average above 4.0
Verified cases of harassment and discrimination	0	2 (0)	0

Key actions in 2025:

- We carried out the first equality and non-discrimination survey for those working in Barona's offices and service centers. 835 employees (57% of the personnel) from different countries responded to the survey.
- In the autumn, we also started to conduct a regular equality and non-discrimination survey for our employees working at client companies.
- We established a diversity and equality working group.
- The diversity course was completed by 81 people.
- We defended diversity in public debate, for example, by giving tips on [taking neurodiversity into account in workplaces](#) and by raising publicity for [neuro-inclusive recruitment](#).

Planned next actions:

- We will set up internal steering groups for recruitment and employment management to develop operational models and promote diversity as well as equal and non-discriminatory treatment.
- We are planning training on the Wage Transparency Directive for recruiters, focusing on the fairness and transparency of the wage models in the recruitment phase.

GENDER DISTRIBUTION OF EMPLOYEES IN 2025 (FTE)

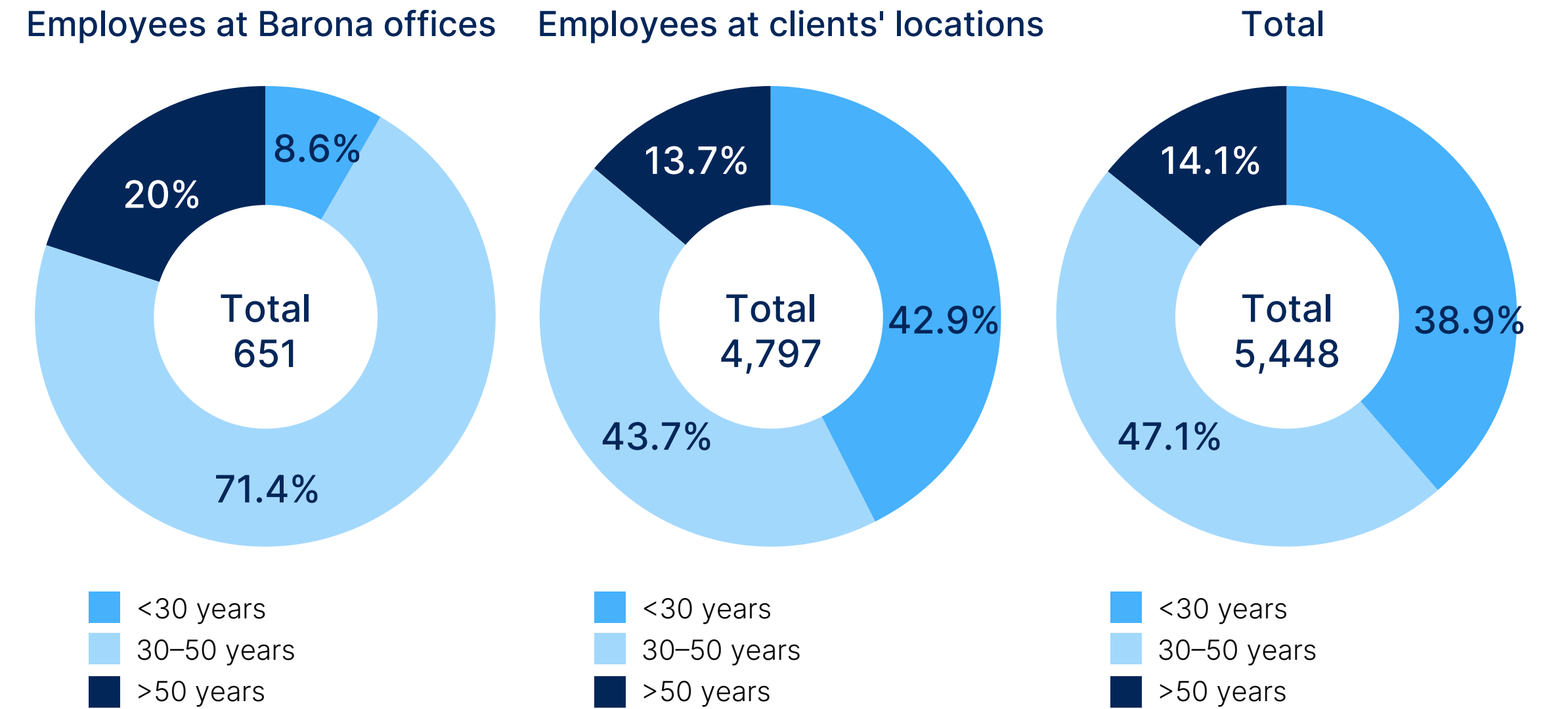
Gender	Employees at Barona offices	Employees at clients' locations	Total	%
Men	216	3,084	3,300	53%
Women	435	1,514	1,949	31%
Other	0	35	35	1%
Not reported*	104	802	906	15%
Total	755	5,435	6,190	100%

*For employees working abroad, only information on the total number of personnel was available for 2025. Information on gender and other employee characteristics was not available at the reporting date, which is why these employees are presented under "not reported". The collection of data from foreign units is being developed so that the corresponding data can be reported more comprehensively in future reporting periods.

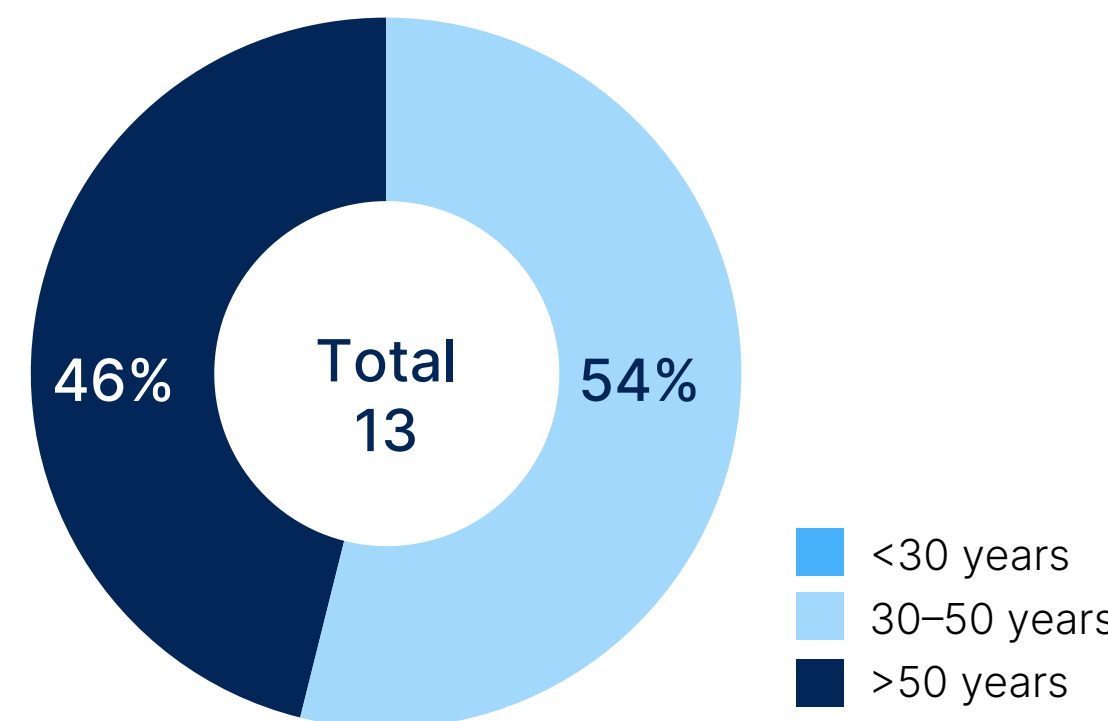
Ratio of women to men:

- At Barona's management level (Board of Directors + Steering group) approximately 1:3
- In Barona's steering group 1:3

AGE DISTRIBUTION OF EMPLOYEES IN 2025 (FINLAND, FTE)



AGE DISTRIBUTION AT MANAGEMENT LEVEL* 2025



* Includes Barona's Board of Directors and Steering Group.

3.4 ENSURING WELL-BEING

Well-being

It is increasingly important that employers support their employees' overall well-being and ensure that the work matches the individual's competence and situation in life. For Barona, managing the ability to work and promoting well-being is a strategic choice.

We see the ability to work as a key competitiveness factor for the future of both individuals and the entire organisation. Therefore, for us, the ability to work is not a separate process, but an inherent part of all management, supervisory work and operating culture. Barona's work ability management is based on proactive, humane and visible day-to-day management.

Our approach is based on a holistic philosophy, in which the ability to work is the combined effect of work requirements, the individual's resources and life situation. It is the employer's task to support recovery and stress management and to create the conditions for success, development and well-being. We pay special attention to supporting mental health and prevention.

Therefore, we have been determined in recent years to build a model in which

- anticipation replaces reaction,
- support is easily accessible and
- decision-making is informed and based on a shared situational picture.

In 2025, we continued to implement this strategic mindset: we strengthened the processes, support and competence. This allows us to increase the number of days that people are able to work and provide timely help when their ability to work is impaired.

Mental Health Friendly Workplace

Mieli ry has awarded the Mental Health Friendly Workplace label (Hyvän mielen työpaikka®) to Barona in recognition of its long-term and systematic work to promote mental health.

Mieli ry's view of the strengths of Barona's operations:

- active role of the well-being team and close cooperation with the businesses
- strengthening supervisors' competence by genuinely listening to their needs
- development plans for proactive work ability and occupational health care cooperation
- practices that support mental well-being in everyday life and make it a natural part of the shared culture

Well-being team

Barona has a wellbeing team that offers comprehensive support. The team consists 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 factors that impair employees' ability to work. Support forms include support discussions and solution-oriented short-term therapy sessions.

In 2025, the well-being team handled a total of approximately 28,200 calls and approximately 8,200 emails. Approximately 7% of the contacts were related to mental well-being, such as life management challenges, mental health stress or insomnia. Approximately 7% of the contacts related to musculoskeletal symptoms.

The well-being team independently took care of approximately 82 per cent of the contacts without a referral to occupational health care, for example. In 2025, the NPS recommendation rate of the well-being team was +87, which indicates very high satisfaction.

Occupational safety

Barona has a safety management model in place 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. 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.

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 that they observe to their supervisor or the person in charge. Our long-term objective is to have zero accidents.

Any near misses and accidents related to occupational safety and health are documented and investigated. We also 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 cooperate actively with the authorities, such as the Finnish Supervisory Agency.

Customers’ occupational safety requirements have tightened in recent years. We continued to develop our processes and employee communications related to occupational safety. The number of accidents decreased by approximately 30% compared to the previous year. The decline was attributable to the reduction in the headcount, but also to more employee-oriented processes and closer cooperation with client companies.

BARONA’S OCCUPATIONAL SAFETY STATISTICS (FINLAND)

Indicator	Value
Fatalities	0
Occupational accidents (all)	208
Occupational accidents (LT14)*	83
Lost Time Injury Rate (LT14)**	8.1

* Occupational accidents resulting in at least 4 days of absence.
 ** Total number of occupational accidents per one million working hours.



OBJECTIVES AND MEASURES RELATED TO THE THEME

Indicator	Target level 2025	Outcome 2025 (2024)	Target level 2026
Accident frequency of personnel working at clients' locations (LT14)	less than 12	9.1 (9.8)	less than 10.0
Absences due to sickness of Barona's personnel (% of total personnel)	less than 3.55	3.26 (3.29)	less than 3.15
Response to the employee survey statement "I feel that Barona supports me sufficiently in coping at work and wellbeing" among those working at clients' locations (scale 1-5)*	Average above 3.7	3.72 (3.72)	Average above 3.7

* target outside the responsibility program

Key actions in 2025:

- We updated the early care model and the work ability negotiation process and created clearer practices for guidance and occupational health care roles. We piloted the model of lightened and substitutive work and prepared its expansion to match the needs of the entire organisation. We revised the early care training to be more practical.
- We added another solution-focused brief therapist to our well-being team as well as sleep coaching to support recovery and sleep health.
- Development of work ability management analytics and reporting: we built a uniform KPI model for work ability management and actively use data to support proactive decision-making.
- The Break Pro break exercise application was introduced for all personnel.
- Employees were provided with instructions and tips related to digital well-being and recovery.
- We carried out nine safety walks in our working environments together with our customers. The aim of the walks was to create concrete development proposals to improve safety.
- We improved the prevention of occupational accidents by increasing communication and developing orientation.

Planned next actions:

- We will continue to develop work ability management in a more proactive and knowledge-based direction. In 2026, the focus will be on strengthening supervisors' competence, identifying the early stages and implementing operational models to support the ability to work.
- The well-being team's support will be focused especially on mental health, recovery and the prevention of musculoskeletal disorders. The impact of services will be monitored more systematically.
- The model of lighter and substitutive work will be expanded and established in those businesses where it supports employees' ability to work and return to work.
- We will continue to develop the occupational safety of Barona's work environments by carrying out safety walks in the work premises.
- We will provide new occupational safety training modules to our employees and supervisors.

RESPONSIBLE WORK ABILITY MANAGEMENT TO SUPPORT GROWTH

1 GROWTH COMES FROM PEOPLE
Employee well-being facilitates the development of productivity, quality and new solutions.

2 LEADERSHIP AS A FACILITATOR OF DAY-TO-DAY ABILITY TO WORK
Ability to work is built through management and supervisor work. The task of management is to create everyday conditions in which people can succeed in their roles, take responsibility and develop.

3 ABILITY TO WORK IS MANAGED PROACTIVELY AND WITH DATA
We are moving from reactive monitoring of absences due to sickness to the bigger picture: trends, risks and impact.

4 FOCUS AND IMPACT
Work ability management is guided by impact. We focus on the choices that matter to people and growth.

3.5 COMPETENCE AND CONTINUOUS LEARNING

Barona's business is based on competent personnel and an understanding of changes in working life. Due to the competence needs of employers, the continuous changes in the operating environment and changes in individual needs and development paths, it is necessary and natural for the members of our work community to seek training and update their competence throughout their careers.

Barona follows the 70-20-10 learning model, according to which 70 per cent of learning takes place through work tasks, 20 per cent through interaction with colleagues and 10 per cent through formal training. According to the model, competence development primarily takes place through work, in a practical way. Learning also takes place through social interaction with colleagues and in different training formats, such as longer mentoring programs, various targeted training courses and online learning.

In 2025, a total of 10,158 hours of training were completed by those working in Barona's offices and units managed by Barona. This corresponds to an average of 4.5 hours per person. There is no data on the gender distribution of education volumes.

Examples of Barona's training courses for client companies in 2025:

- We organised 28 recruitment training programs involving approximately 500 job applicants.
- More than 3,500 people participated in coaching and training in various change situations of companies.
- Approximately 30 people participated in our apprenticeship training.

BARONA EMPLOYEES' LEARNING IN NUMBERS:

13,299
individual training courses

45
supervisors participated in longer coaching programs

1,235
individual digital and AI training courses

286
individual e-learning courses on management topics

OBJECTIVES AND MEASURES RELATED TO THE THEME

Indicator	Target level 2025	Outcome 2025 (2024)	Target level 2026
Training hours for employees working at Barona offices and units managed by Barona	New indicator	10,158 (-)	12,000
Score for the Learning and Development area in the personnel survey for those working in Barona offices and units managed by Barona (scale 1-5)*	average above 4.0	4.0 (4.0)	average above 4.0

* target outside the responsibility program

Key actions in 2025:

- We launched a six-month management coaching program for supervisors, run by Barona’s internal coaches. The goal of the coaching program is to strengthen a consistent management culture based on Barona’s values and develop supervisors’ ability to lead in change.
- We developed a capability model to identify strategic competence needs. We defined the strategically critical core competences and measures for implementing them as part of everyday management and competence development.
- We revised the orientation of salaried employees, strengthening the shared understanding of Barona, a faster start to work and continuity of learning right from the start of the employment relationship. At the same time, we identified the need to revise the orientation path for our employees, the brainstorming of which began at the end of 2025.
- We strengthened AI competence by implementing Copilot coaching and clinics, launching an internal AI Champions network to support the use of AI in different teams and offering AI literacy training (with the EU AI Act underlying it) to all personnel.

- We strengthened our cybersecurity skills through continuous training to prevent phishing and a simulation that supports a proactive and security-aware operating culture (see [chapter 5.3](#) for more information).
- We started a series on responsibility coaching with the Responsibility for All coaching.

Planned next actions:

- Coaching on neurodiversity will be carried out for those working at Barona’s offices in spring 2026 and coaching on partial work ability in autumn 2026.
- A communications series on sustainable learning will be launched for those working at Barona’s offices.
- Legal and responsibility-related compliance training will be provided to those working at Barona’s offices.
- The AI skills of the personnel will be strengthened.
- Supervisors’ leadership skills in various themes, such as work ability management and early care, will be increased.

4. RESPONSIBILITY THROUGHOUT THE VALUE CHAIN



4.1 RELIABLE AND ATTRACTIVE WORKING LIFE PARTNER

Recruitment and job applicant experience

Barona's goal is to make job searching smoother and easier, also for young people. Barona also encourages employers to hire employees nearing the end of their careers.

In 2025, we switched to a new recruitment platform and, at the same time, specified our recruitment processes and developed the content, comprehensibility and clarity of our job advertisements. We improved communications with job applicants: more personalised and targeted information on suitable job opportunities will be provided to job applicants using artificial intelligence.

We have developed job search analytics to better understand the needs and wishes of job applicants and to be able to match job applicants with open positions. These changes will make it easier to apply for several jobs. In addition, we strive to offer new perspectives on suitable training and job opportunities to job applicants.

As a result of the development work, we employed more than 1,700 job applicants in 2025 for jobs they had not initially applied for, but which turned out to be suitable for them. Through targeted job descriptions and targeted communications, we received 17,153 job applications for positions that job applicants might not otherwise have found. In 2024, the corresponding figure, excluding AI-assisted targeted messages, was 5,529. In addition, we employed 2,720 new employees under the age of 30 in 2025.

We regularly measure and monitor the experiences of job applicants. In 2025, approximately 5,900 job applicants submitted feedback, based on which employees are very satisfied with the process. On average, the job applicants' experience of the job search process was 4.46 (scale 1-5, result 4.46 in 2024), the experience of the job interview was 9.2 (scale 0-10, result 9.3 in 2024) and the experience of the interviewer was 9.5 (scale 0-10, result 9.5 in 2024).

Corporate customers

In 2025, Barona's cooperation with corporate customers continued to be characterised by market instability. Internal development projects aimed to improve our ability to serve our extensive customer base in a customer-oriented manner, making use of Barona's entire service portfolio.

In 2025, we introduced a new CRM system and harmonised our sales processes and operational models at the same time. During the rest of the year, we focused on identifying and testing suitable targets for the application of AI. At the end of the year, we also created a vision for the target state of sales operations and operational models, which will also serve as a guideline for technical development going forward.

At the end of 2025, the net promoter score (NPS) of corporate customers was +64, which is very high. Compared to the previous year, the result was six points higher. The long-term average was +56, up six points in 2025. We received the highest ratings for reliability, transparency of cooperation and the availability and speed of the contact person. Our customers gave us a responsibility score of 8.9 (scale 0-10, result 8.6 in 2024).

International labour force

The international labour force is a significant resource for Barona. Barona recruits globally and focuses on the competence, experience and suitability of candidates, regardless of nationality. The structure of our international personnel reflects the workforce needs of client companies in different industries, which we comprehensively respond to.

For Barona, it is of paramount importance to ensure the ethics and responsibility of international recruitment. Recruitment outside Europe currently focuses on the Philippines in particular, where Barona has a long-term and reliable partner who is committed to ethical operating principles. Barona has received recognition from the International Labour Organisation (ILO) for ethical recruitment.

We comply with the Employment Industry Finland guideline on the [responsible recruitment of foreign employees](#). In practice, this means, for example, that we do not charge employees recruitment fees, that we see to the employees' competence and orientation, and that we support integration and the realisation of employees' rights throughout the employment relationship. We regularly develop and audit our processes and partners.

During the year, our Barona Global unit continued to harmonise the services and operational models related to international personnel. The aim is to ensure a smooth employee experience, full compliance with legislation and employer obligations and long-term and responsible cooperation with customers.

In 2025, Barona had a total of 8,059 employees, of whom 1,384 were non-Finnish citizens*. This corresponds to approximately 17% of the total personnel. Our employees represented approximately 100 different nationalities, which reflects the diversity and internationality of Barona's work community.

In 2025, Barona recruited 174 employees from abroad to Finland and other Nordic countries. We recruit talent globally for an increasingly diverse field of tasks, but especially for the needs of industry and the hotel and restaurant sector, where the shortage of workers is structural and continuous.

As part of responsible international mobility, Barona's subsidiary Finland Relocation Services also supported relocations of its client companies' personnel, mainly to Finland and other Nordic countries, in 2025. During the year, we supported relocation in a new country for more than 650 employees of client companies, of whom approximately 20% moved to Finland with their families. Relocation services included support related to immigration, the services of public authorities and housing, among other things.

* From 2025, Barona will report the international nature of its personnel based on nationality, as comprehensive and comparable information on the language background of employees is not available.

Barona's ethical international recruitment process

Barona's international recruitment is carried out by the company's own recruitment teams in Finland and other European offices as well as through carefully selected external partners. All recruitment takes place in accordance with the same ethical principles and human rights standards.

External partners are selected through a thorough due diligence process. They must comply with the legal obligations arising from the joint agreement and national legislation, the ethical recruitment standards required by the ILO and the UN and Barona's [Code of Conduct for subcontractors](#), which emphasise the prevention of forced labour, discrimination, recruitment fees and other human rights risks in particular.

When dealing with foreign partners, Barona actively participates in recruitment activities and conducts on-site audits to ensure that the due diligence requirements are implemented in practice. During the recruitment process, we participate in, for example, interviews with candidates, competence testing, selection and on-site orientation. Recruitment carried out by Barona's own international teams follows the same internal operational principles, control and supervision as in Finland.

The continuous development of cooperation is supported by clear communication, training and joint development initiatives aimed at strengthening ethical recruitment and respect for human rights throughout the recruitment process. In 2025, no human rights violations related to child labour, forced labour, human trafficking or discrimination were observed in Barona's supply chain, nor were human rights violations targeted at workers, communities, consumers or end users in the value chain.

International personnel at Barona in 2025

- At the end of 2025, a total of 1,384 non-Finnish citizens worked at Barona. International personnel accounted for approximately 17% of Barona's total personnel.
- The personnel represented approximately 100 different nationalities, the largest of which were Finnish, Philippine and Estonian citizens.
- In 2025, Barona recruited 174 employees from abroad.
- At least 5,000 people with an immigrant background received support from Barona for competence development during the year through the remote and local services of Barona's subsidiary Arffman.

OBJECTIVES AND MEASURES RELATED TO THE THEME

Indicator	Target level 2025	Outcome 2025 (2024)	Target level 2026
Net Promoter Score (NPS) for employees working at clients' locations	+33	+35 (+36)	+37
Overall rating in the Trust&Reputation survey (scale 1-5)	Above 3.5	3.29 (3.18)	Above 3.5
Number of new employees hired under the age of 30	2,500	2,720 (-)	2,500
Verified violations of the Employment Industry Finland guidelines on responsible recruitment of foreign employees	0	0 (0)	0
Work applicants' experience of the job application process (scale 1-5)*	4.35	4.46 (4.46)	4.4
Job applications through job recommendations and targeted communications*	-	1,429/month	2,300/month

* target outside the responsibility program

Key actions in 2025:

- We introduced a new recruitment platform.
- We revised job search by offering even better job recommendations to job applicants.
- We harmonised our sales processes.
- We developed our international recruitment processes.

Planned next actions:

- Improving and developing job recommendations.
- Developing a more intuitive and streamlined application process.
- Developing the smoothness of the recruitment process through artificial intelligence and automation.
- Testing and piloting new AI tools for different stages of the sales process.
- Closer cooperation between sales and marketing.
- Influencing the regulation of international recruitment.
- Planning the expansion of international recruitment and opening up new countries of origin in Asia.

5. GOVERNANCE AND BUSINESS ETHICS



5.1 GOVERNANCE AND BARONA'S CULTURE

At Barona, ethical conduct and good employer and partner practices are based on compliance with legislation and agreements. Today, however, we are expected to do even more. Barona's operations are guided by the Bravedo Group's Code of Conduct, which is available in Bravedo's Responsibility Report). In addition, Barona has its own [Code of Conduct](#), which is part of the orientation of employees working in Barona's offices.

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.

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 committed to promoting equality, diversity and non-discrimination in all of our activities in line with our corporate culture promise. We rely on individuals' ability to take responsibility and encourage initiative and seeking solutions for both minor and major everyday challenges. We are agile and ready for change when the situation requires it.

BARONA'S VALUES

COURAGE

We take a critical approach to our own operations. We also bring up difficult themes in public debate.

FREEDOM

We believe in the individual's ability to succeed by working in the way they see themselves best. Barona's organisation has a low hierarchy.

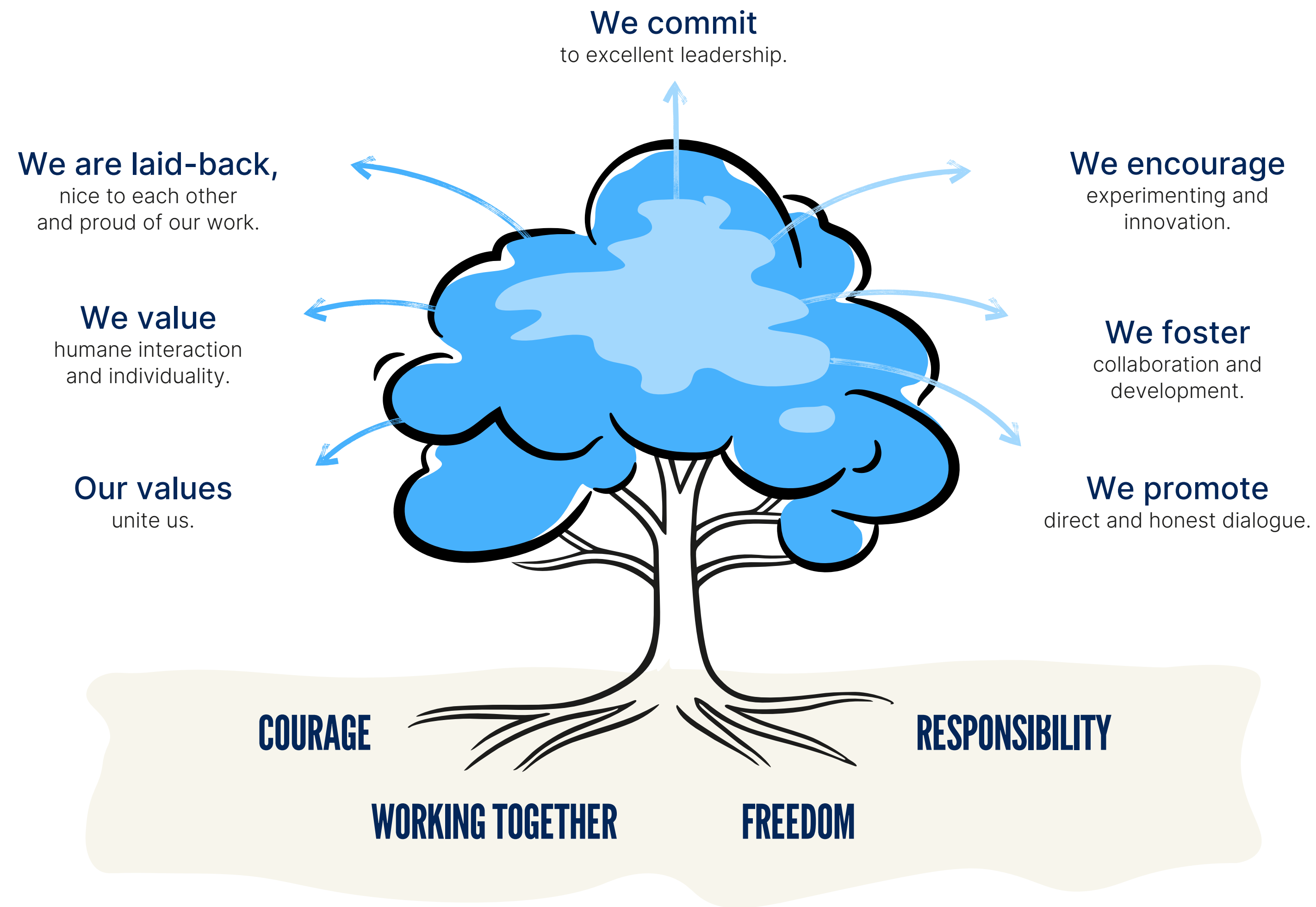
RESPONSIBILITY

Everyone at Barona bears responsibility for their own actions. Human and individual encounters are always our priority.

WORKING TOGETHER

We work as a community and as a strong collective, across unit boundaries.

CORPORATE CULTURE PROMISE



Reporting concerns and internal control

Bravedo uses a whistleblowing channel in accordance with the EU Whistleblower Protection Directive in companies with more than 50 employees. This covers approximately 90% of Barona's employees. All suspicions of misconduct are processed in accordance with the Group's operational model. In smaller companies, reports are submitted directly to the persons in charge or supervisors. If the matter concerns one's own supervisor, the report can be submitted to HR or the supervisor's supervisor.

In 2025, Barona companies received eight contacts through the whistleblowing channels. All were processed promptly in accordance with the Group's instructions. None of them were related to suspected abuse under the Whistleblower Protection Act.

Bravedo's procurement policy was updated in 2025 to strengthen transparent and uniform procurement practices and support the management of supply chain risks. We also updated the Supplier Code of Conduct to better reflect the international principles of responsible procurement. In addition, we strengthened internal control and introduced a standardised operational model for handling suspected misconduct in order to develop good governance.

During the reporting period, Barona Group did not have any incidents related to corruption or bribery. Barona does not operate in controversial or environmentally impact-intensive industries.

5.2 SUPPORTING THE PUBLIC SECTOR

Barona supports municipalities and employment areas in the management of employment by helping job applicants to find work and thereby promoting the matching of employers and job applicants. We have special competence in supporting people with employment challenges, such as people with partial work ability or foreign language speakers.

We provide the public sector with services that strengthen employment, training and coaching, services that support the integration of immigrants, language training and support for change situations, among other services. We act as a partner for educational institutions across Finland, helping to build working life connections and regional matching.

In 2025, we also continued our cooperation with municipalities and employment areas. We supported the new employment areas in the development of services to meet their different needs and launched service pilots on new concepts for strengthening employment.

Result-based employment partnerships

Barona has developed impact-based employment services in which remuneration is based on actual employment. In 2024, nine such new partnerships were agreed, and in 2025 – despite the transformation caused by the TE25 reform – ten.

In Jyväskylä, for example, an impact-based recruitment training pilot was launched with the aim of ensuring the availability of skilled labour for local companies through an agile training model. The employment area only pays for actual employment. On average, the job applicants who participated in the training had had an unemployment period of 14 months before the training, and by early 2026, all participants had been employed as a result of the training. The training pilot will continue until autumn 2026.

At Nurmijärvi, we are piloting the Match to Work service model, which integrates services that support both employers and job applicants in job searches. The model also uses artificial intelligence in matching work and job applicants. The aim is to facilitate employers' recruitment activities and strengthen the ability of job applicants to find employment and perform their duties. The pilot also tested joint customer guidance between the client and the service provider. 32 job applicants participated in the pilot, 16 of whom were employed.

OBJECTIVES AND MEASURES RELATED TO THE THEME

Indicator	Target level 2025	Outcome 2025 (2024)	Target level 2026
Number of impact-based employment partnerships initiated with municipalities	above 10 in 2024–2025	19 (9)	10 new partnerships in 2026

* target outside the responsibility program

Key actions in 2025:

- We agreed on ten new impact-based employment partnerships.
- We integrated 2,200 foreign languages into Finnish society, of whom approximately 14% found employment already during the training.
- More than 2,800 private customers participated in individual services promoting employment, of whom approximately 35% found employment during the service. Approximately 1,900 private customers took concrete steps (starting studies, work trials, etc.) towards working life.
- We trained more than 500 job applicants in the competences needed by the labour market, and more than 80% of them found employment immediately after the training.
- More than 3,500 people participated in training related to corporate changes, of whom more than 80% took their next career step during the service.

Planned next actions:

- We will develop new service models based on a deeper partnership with employment areas, such as alliance or partial outsourcing service solutions.
- We will build closer recruitment cooperation with the public employment services of the employment areas.

5.3 TECHNOLOGY AND AI AS PART OF BARONA'S OPERATIONS

Barona extensively leverages technology as part of its services, and the development of new solutions is a key part of our service offering. Over 40 experts work in product development at Barona Group, and we also cooperate closely with other technology companies within the Bravedo community.

Barona uses artificial intelligence in services aimed at job applicants, for instance. This allows us, among other things, to propose the most suitable jobs to job applicants. AI is also used in assistive tasks, such as writing job 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. For us, artificial intelligence is a tool. The final decisions on recruitment, for example, are always made by a person.

The development of voice-based AI applications was launched at Barona in 2025 and has been promoted in a controlled manner through experimentation and learning. The development work has emphasised use cases that support human work, clear division of responsibilities and the ethical use of artificial intelligence. Voice AI pilots have been particularly implemented in internal services, where calls are related to recurring, clearly defined matters. At the same time, the use of artificial intelligence in various back-office functions and in the development of new service solutions has increased and it has also made the operations of the development unit more efficient. You can read more about strengthening Barona employees' AI skills in [section 3.5](#).

In 2025, we launched the new [Barona Careers](#) job search platform in Finland. It connects jobs and employees and uses artificial intelligence to make recommendations. We also launched two new applications for our employees: Finago Gigs and the Barona Hours App, which enable employees to manage their employment relationship and working shifts.

Data security

High-quality data security is of paramount importance to Barona, as we process personal data on a daily basis. We also aim to ensure uninterrupted business operations and continuity even in exceptional situations. We use Elisa's security operations

center (SOC), which monitors the data security of ICT environments and data connections. We continuously identify and counter various threats and attack attempts with modern tools and processes. Our data security management system is based on the ISO/IEC 27001 standard and, accordingly, management commitment, continuous improvement and risk management. In 2025, we also updated Barona's data security management system certificate for service centers to the ISO/IEC 27001:2022 version, which applies throughout the Barona Group.

In spring 2025, we introduced a new tool that includes data security and data protection micro-training as well as continuous phishing email simulation. During the year, our personnel completed nearly 5,000 micro-trainings. Thanks to the training and simulations, the opening rate of phishing links halved: at the end of the year, the link opening rate was 2.3% (average of the service provider's total statistics 4.3%). The annual data security and data protection training was completed by 321 salaried employees (44%).

Use of AI at Barona

In 2025, Barona had more than 610 active Microsoft Copilot users, who used AI more than 510,000 times in total. Copilot was used in particular for drafting texts, generating summaries, searching for information and supporting everyday expert work.

In addition, Barona uses various AI-based agents and other AI tools that have been deployed for clearly defined purposes. Data protection, transparency and the principles of the responsible use of artificial intelligence are taken into account with regard to these solutions.

APPENDIX 1. VSME INDEX

Information has not been excluded from the report due to its security classification or sensitivity.

General disclosures		Sub-items	Name of section	Page number	Further information
B1	General accounting policies	24a	1.2 Reporting principles	5	
		24b	1.2 Reporting principles	5	
		24c	1.2 Reporting principles	5	
		24d	Appendix 3. Locations of Barona-managed locations	53	
		24e	1.3 Barona in brief; Appendix 2. List of Barona Group companies	6, 52	Barona's industry classification is 70200 Management consultancy.
		25	1.6 Sustainability in Barona's operations	15	
B2	Practices, policies and future initiatives in the transition to a more sustainable economy	26a	1.6.1 Sustainability program	16	
		26b	1.6.1 Sustainability program	16	
		26c	1.6.1 Sustainability program	16	
		26d	1.6.1 Sustainability program	16	
		27	1.6.1 Sustainability program	16	
C1	Strategy, business model and sustainability	47a	1.3 Barona in brief	6	
		47b	1.3 Barona in brief	6	
		47c	1.6.2 Cooperation and key stakeholders; 1.4 Barona's business activities in 2025	18, 10	Number of suppliers and geographical areas not available
		47d	1.6 Sustainability in Barona's operations; 1.6.1 Sustainability program	15, 16	
C2	Descriptions of practices, actions and goals to promote the transition to a more sustainable economy	48	1.6.1 Sustainability program	16	
		49	1.6.1 Sustainability program	16	

Environmental metrics		Sub-items	Name of section	P. number	Further information
B3	Energy consumption and greenhouse gas emissions	29	2.2.3 Energy consumption and greenhouse gas emissions	23	
		30a	2.2.3 Energy consumption and greenhouse gas emissions	23	
		30b	2.2.3 Energy consumption and greenhouse gas emissions	23	
		31	2.2.3 Energy consumption and greenhouse gas emissions	23	
C3	Emission reduction targets and transition plan	54a	2.2.1 Climate change-related targets and measures 2025	21	
		54b	2.2.1 Climate change-related targets and measures 2025	21	
		54c	2.2.1 Climate change-related targets and measures 2025	21	
		54d	2.2.2 Transition plan	22	
		54f	2.2.2 Transition plan	22	
		55	2.2.2 Transition plan	22	
C4	Climate risks	56	2.2.2 Transition plan	22	
		57a	2.2.4 Climate risks and opportunities	24	
		57b	2.2.4 Climate risks and opportunities	24	
		57c	2.2.4 Climate risks and opportunities	24	
		57d	2.2.4 Climate risks and opportunities	24	
B4	Air, water and soil pollution	58	2.2.4 Climate risks and opportunities	24	
B5	Biodiversity	32	Not material	-	Barona's own operations do not result in direct emissions to the atmosphere, water or soil.
		33	Not material	-	Barona does not have sites in or near biodiversity-sensitive areas.
		34a	Not material	-	
		34b	Not material	-	
		34c	Not material	-	
B6	Water	34d	Not material	-	
		35	2.4 Other environmental themes	25	
B7	Resource use, circular economy and waste management	36	Not material	-	Barona does not have any processes that would consume significant amounts of water.
		37	2.3 Circular economy and waste management	25	
		38a	2.3 Circular economy and waste management	25	
		38b	2.3 Circular economy and waste management	25	
		38c	2.3 Circular economy and waste management	25	Not applicable: Barona is mainly a service sector company without significant material flows (with the exception of the Avialogis logistics center).

Social metrics		Sub-items	Name of section	Page number	Further information
B8	General characteristics of the labour force	39a	3.2 Employment and labour market impact	27	
		39b	3.3 Promotion of diversity and inclusion	29	
		39c	3.2 Employment and labour market impact	27	
		40	3.2 Employment and labour market impact	27	Turnover reported only for Finland; turnover data for other countries is not available.
B9	Health and safety	41a	3.4 Ensuring well-being	32	
		41b	3.4 Ensuring well-being	32	
B10	Remuneration, collective bargaining and training	42a	3.3 Promotion of diversity and inclusion	29	
		42b	3.3 Promotion of diversity and inclusion	29	Gender pay gap not available for the reporting period; harmonisation of the Group's salary data and calculation principles under development in 2026.
		42c	3.3 Promotion of diversity and inclusion	29	
		42d	3.5 Competence and continuous learning	36	Gender distribution of training volumes is not available
C5	Additional information about the (general) characteristics of labour force	59	3.3 Promotion of diversity and inclusion	29	
		60	3.3 Promotion of diversity and inclusion	29	In 2025, Barona employed a total of 105 self-employed people who also work for other companies.
C6	Additional information on the company's own labour force - human rights practices and processes	61a	3.1 Operating principles related to own personnel	27	
		61b	3.1 Operating principles related to own personnel	27	
		61c	3.1 Operating principles related to own personnel	27	
C7	Severe human rights violations	62a	3.3 Promotion of diversity and inclusion; 4.1 Reliable and attractive working life partner	29, 39	
		62b	3.3 Promotion of diversity and inclusion; 4.1 Reliable and attractive working life partner	29, 39	
		62c	3.3 Promotion of diversity and inclusion; 4.1 Reliable and attractive working life partner	29, 39	

Governance metrics		Sub-items	Name of section	Page number	Further information
B11	Incidents of corruption and bribery as well as convictions and fines	43	5.1 Governance and Barona's culture	43	
C8	Revenue from certain industries and exclusion from EU benchmarks	63a	5.1 Governance and Barona's culture	43	
		63b	5.1 Governance and Barona's culture	43	
		63c	5.1 Governance and Barona's culture	43	
		63d	5.1 Governance and Barona's culture	43	
		64	5.1 Governance and Barona's culture	43	
C9	Gender diversity in governing bodies	65	3.3 Promotion of diversity and inclusion	29	

APPENDIX 2. LIST OF BARONA GROUP COMPANIES

Name	Country	Name	Country	Name	Country
Arffman Finland Oy	Finland	Barona Logistiikan Ulkoistuspalvelut Oy	Finland	Barona Services Spain S.L.	Spain
Barona AS	Norway	Barona Logistiikka Oy	Finland	Barona Sisälogistiikkaratkaisut Oy	Finland
Barona Contact Center AB	Sweden	Barona Logistiikkapalvelut Oy	Finland	Barona Sisä-Finland Oy	Finland
Barona Customer Care Oy	Finland	Barona Logistiikkaratkaisut Oy	Finland	Barona Solutions Oy	Finland
Barona Customer Services Oy	Finland	Barona Logistiikkatyöntekijät Oy	Finland	Barona Sote Oy	Finland
Barona Eesti OÜ	Estonia	Barona Lounais-Finland Oy	Finland	Barona Tekniikka & Asennus Oy	Finland
Barona Finance Oy	Finland	Barona Oy	Finland	Barona Teknik och Installation AB	Sweden
Barona Finland s.r.o.	Slovakia	Barona Palvelut Oy	Finland	Barona Teknisk Installasjon AS	Norway
Barona Flexible Industries Oy	Finland	Barona Pohjanmaa Oy	Finland	Barona Teollisuus Oy	Finland
Barona Global Human Resources Oy	Finland	Barona Production Oy	Finland	Barona Työkykypalvelut Oy	Finland
Barona Henkilöstöpalvelut Oy	Finland	Barona Professionals AB	Sweden	Barona Varastopalvelut Oy	Finland
Barona HoReCa Oy	Finland	Barona Projektit	Finland	Creators Oy	Finland
Barona HR Oy	Finland	Barona RU Ltd (liquidation-phase)	Russia	Entry Education Oy	Finland
Barona Human Resource Services AB	Sweden	Barona Rakennus Oy	Finland	FinalSales Oy	Finland
Barona Human Resource Services AS	Norway	Barona Sales East Oy	Finland	Finstallation AB	Sweden
Barona Human Resource Services Sp. Z o.o.	Poland	Barona Sales Fashion Oy	Finland	Koutsit Group Oy	Finland
Barona ICT Services Oy	Finland	Barona Sales North Oy	Finland	Medimanageri Oy	Finland
Barona ICT Services Poland Sp z o.o.	Poland	Barona Sales Oy	Finland	Oy Finland Relocation Services Ab Ltd	Finland
Barona Industry Services Oy	Finland	Barona Sales Retail Oy	Finland	Portiton Oy	Finland
Barona Infra Oy	Finland	Barona Sales Services Oy	Finland	Saranen Consulting Oy	Finland
Barona IT ApS	Denmark	Barona Sales South Oy	Finland	SiteFactory Oy	Finland
Barona It Oy	Finland	Barona Sales South West Oy	Finland	Skillcode Oy	Finland
Barona IT Talent Oy	Finland	Barona Sales Trading Oy	Finland	Suomen Rakennuslogistiikka Oy	Finland
Barona Itä-Finland Oy	Finland	Barona Sales West Oy	Finland	Uggla Engineering Oy	Finland
Barona Julkiset Palvelut Oy	Finland	Barona SCC East Oy	Finland	Uggla Engineering Sweden AB	Sweden
Barona Kauppa Oy	Finland	Barona SCC North Oy	Finland	WMRT Rakennus Oy (liquidation-phase)	Finland
Barona Lapland Oy	Finland	Barona SCC North West Oy	Finland		
Barona Logistiikan Koulutuspalvelut Oy	Finland	Barona SCC West Oy	Finland		

APPENDIX 3. LOCATIONS OF BARONA-MANAGED SITES

B1 24 d Company background information					
Location	Address	Postcode	City	Country	Coordinates
Barona head office	Workery East, Pasilan asema-aukio 1, 8th floor	00520	Helsinki	Finland	60.19860601538534, 24.932948497760318
Avialogis logistics center	Turvalaaksonkuja 4	01740	Vantaa	Finland	60.29968856900567, 24.892207655439382
Barona Helsinki Käpylä office	Panuntie 4, 2nd floor	00610	Helsinki	Finland	60.22024390583913, 24.94732624008891
Barona Tampere office	Vuolteenkatu 2	33100	Tampere	Finland	61.4926586695639, 23.770545126677867
Barona Turku office	Junakatu 9	20100	Turku	Finland	60.457206637936366, 22.257495997776385
Barona Oulu office	Alasintie 10	90400	Oulu	Finland	64.99516835362542, 25.46562351155748
Barona Jyväskylä office	Vapaudenkatu 48-50 A	40100	Jyväskylä	Finland	62.24201657663052, 25.751482099857444
Barona Kuopio office	Haapaniemenkatu 13	70110	Kuopio	Finland	62.8907303349867, 27.677039382584873
Barona Lahti office	Aleksanterinkatu 29	15140	Lahti	Finland	60.98223707577373, 25.665148982463748
Arffma head office	Takojankatu 13	87400	Kajaani	Finland	64.22016660154509, 27.77347101336168
Saranen Espoo office	Tekniikantie 12	02150	Espoo	Finland	60.184149858673884, 24.814453767068322
Barona Joensuu Service Center	Länsikatu 15	80110	Joensuu	Finland	62.59823323055859, 29.743803253729755
Barona Kuusamo Service Center	Kirkkotie 23	93600	Kuusamo	Finland	65.96192858445433, 29.1820726499849
Barona Oulu Service Center	Elektroniikkatie 2b	90580	Oulu	Finland	65.05748563432593, 25.44328970111371
Barona Sweden, Stockholm	Hemvärnsgatan 9	171 54	Solna	Sweden	59.3548986921391, 17.978047140035255
Barona Sweden, Malmö	Södra Stapelgränd 4	211 75	Malmö	Sweden	55.61259174161303, 12.98599235330057
Barona Sweden Gothenburg	Datavägen 14 A	436 32	Askim	Sweden	57.640180735217456, 11.95695702643977
Barona Sweden Strömsund (Service Center)	Ulriksfors 420	833 93	Strömsund	Sweden	63.83066720132432, 15.615114282645388
Barona Sweden Falun (Service Center)	Zettergrensväg 7-9	791 77	Falun	Sweden	60.60627332058698, 15.603344882440178
Barona Norway	Kobbervikdalen 69	3036	Drammen	Norway	59.70758933388808, 10.239173797729778
Barona Spain, (Service Center)	Calle Menorca s/n, local 1 bajo	29640	Fuengirola	Spain	36.545642456671814, -4.628761088130497
Barona Spain (Service Center)	Polígono San Rafael nº 6	29651	Las Lagunas	Spain	36.539753733004815, -4.64545830347635
Barona Poland (Service Center)	Opolska 22	40-084	Katowice	Poland	50.262029172511234, 19.01052172375529

The locations of all Barona Group offices can be found on our website: [Barona](#), [Arffman](#), [Saranen](#), [Creators](#) and [Uggla](#).

APPENDIX 4. CARBON FOOTPRINT CALCULATION METHODOLOGY

Standards

The carbon footprint was calculated in accordance with the Greenhouse Gas (GHG) Protocol Corporate Standard. The emission consolidation method (boundary approach) is financial control.

The calculation is based on the principles of the GHG Protocol: relevance, completeness, consistency, transparency and accuracy. Carbon footprint calculation is continuously developed as data availability and quality improve.

Scope of the calculation

The calculation is based on a hybrid model combining activity-based calculation, cost-based calculation and estimation. Activity-based data is used whenever available; cost-based calculation and estimation are complementary methods.

Scope 1 emissions, Scope 2 emissions from Avialogis and plug-in leased cars were calculated directly based on activity data. The Scope 2 emissions of other premises were calculated based on a lessor survey: primary data was used for the premises for which it was received and the rest were estimated. Scope 3 emissions were mainly calculated on a cost basis based on purchase invoices.

During the reporting period, the accounting was developed as follows:

- emissions from commuting were included in the calculation based on the personnel survey
- the calculation of emissions from travel and expense invoices was refined using new system data
- international companies were included in the accounting for the first time; their emissions were estimated using coefficients based on Finnish data

Barona has no emissions covered by the EU’s emissions trading system and no contractual instruments related to energy. For the time being, it is not possible to discern biogenic emissions from the calculation.

Emission data and factors

The primary emission data is obtained from the leasing partner (WLTP or NEDC values for vehicles) and is assumed to cover the most important greenhouse gases (CO₂, SF₆, CH₄, N₂O and hydrofluorocarbons).

The Carbonfox system is used to calculate the emission sources for which activity data is not available. The system calculates upstream Scope 3 emissions using the consumption-based method by multi-

plying the sum of the invoice by the corresponding emission factor. The emission factors are based on the EXIOBASE3 database, which was updated to the latest version during the reporting period. Carbonfox identifies and calculates emissions for Scope 3 categories 1, 2, 4 and 6, and classifies categories 5 and 8 separately to avoid double calculation. Scope 3 category 3 emissions have been calculated separately based on Scope 1 and 2 category data.

Directly collected activity data supersedes the corresponding emissions calculated on a cost basis, and these emission sources have been eliminated from the Carbonfox data to avoid double calculation.

The results are expressed as CO₂ equivalents according to the 100-year global warming potential (GWP100), based on the IPCC AR6 assessment report.

Comparison data

The comparison data for 2024 is not fully comparable because the accounting method has been specified further and the coefficients in the EXIOBASE3 database were updated during the reporting period.

Greenhouse gases

Global Warming Potential (GWP) is the measure of the impact of greenhouse gases on the climate as carbon dioxide equivalents over a specific time horizon (usually 100 years).

The calculation covers the main greenhouse gases (CO₂, CH₄, N₂O, SF₆ and fluorinated gases), the GWP values of which vary depending on the gas’s climate impact.

Greenhouse gas	GWP value (100 years)
CO ₂	1
SF ₆	25,200
CH ₄	27.9
N ₂ O	273
HFC:t*	200-15,000
PFC:t*	7,000-14,000
NF ₃	17,400

* varies between gases



barona

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