

Circular intelligence driving competitive advantage

Annual and Sustainability Report 2025, condensed edition

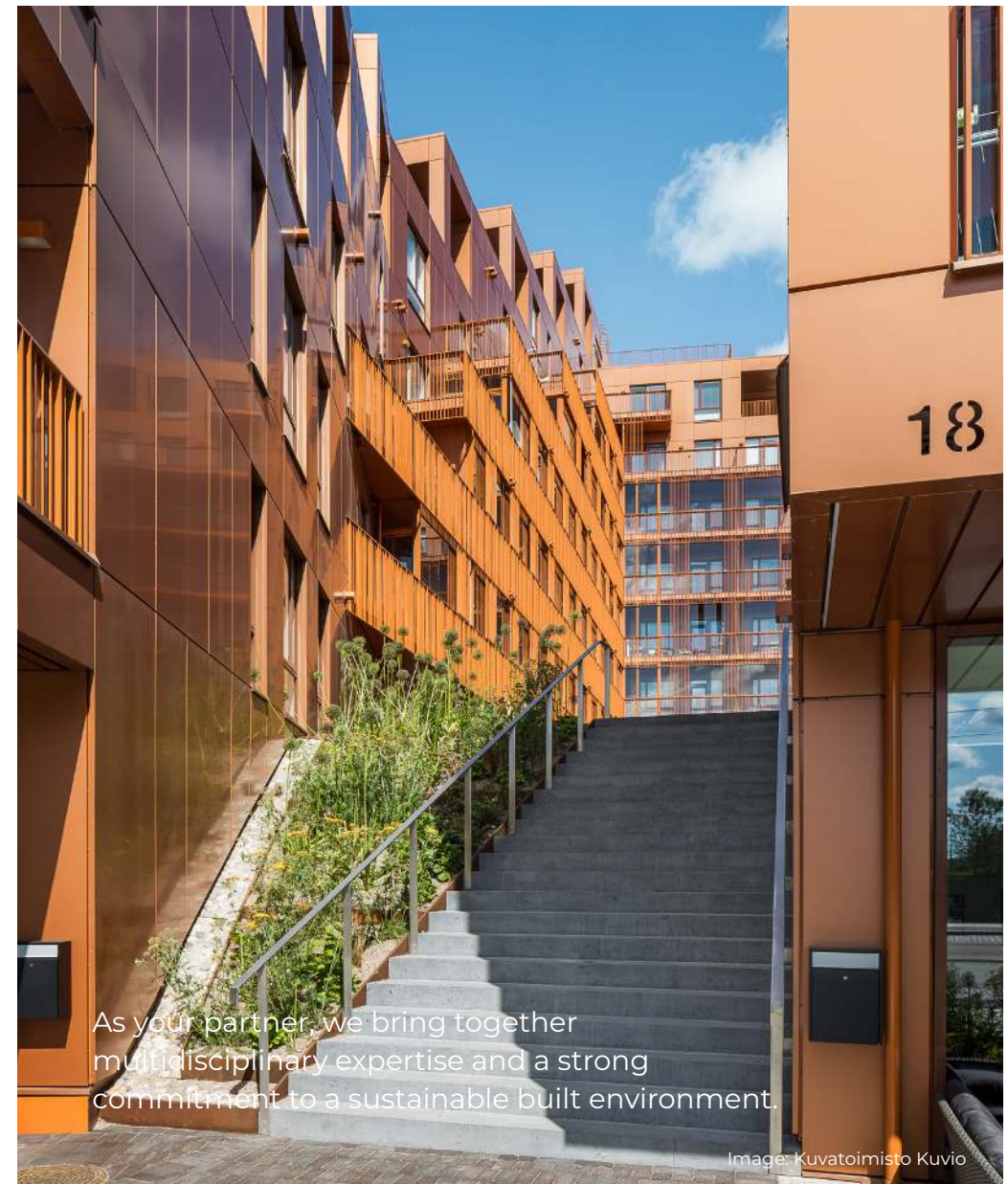


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Cover image: Asko Leinonen



Sustainability through circular intelligence

Built environment solutions shape our everyday life for decades. Therefore, we carry a special responsibility to develop them wisely and safely, while also considering their long-term impacts. The year 2025 once again demonstrated that a changing operating environment requires forward thinking as well as agile actions in the present.

We strengthened our market position and improved our profitability despite challenging market conditions. We also took determined steps towards circularly intelligent design and construction.

Circular intelligence means that we utilise our multi-sectoral expertise and data to provide resource-efficient, low-carbon, adaptable and safe solutions in our client projects, from infrastructure and industry to building construction. Resource efficiency, in turn, means using as little as possible, minimising the use of virgin materials and maximising the reuse of structures.

Circular intelligence is a way to strengthen the resilience of societies. By applying circular economy principles in design, we create buildings, areas and infrastructure that withstand change – whether it is extreme weather conditions, economic fluctuations or evolving user needs. Simultaneously, the ability to prepare for and recover from crises improves.

We invest in artificial intelligence, safety, and our employees' competence development. Ultimately, it is our multi-talented people who best prepare us for the future. As experts, we need the ability to continuously learn and adapt so that we can design adaptable environments and steer change in the right direction.

Together and better,
Kari Kauniskangas
CEO
AINS Group

AINS Group 2025

– Key events

AINS Group is one of Finland's most respected design and consulting companies. With our 1 400 specialists, we create sustainable environments from cities to data centres. We offer all engineering, architecture, and project management services for construction, industry, and infrastructure.

Our net sales increased by over 10%

and we continued to improve our profitability despite the challenging market conditions in the construction sector. We worked on over 9 500 building, industrial and infrastructure projects. Our growth was driven especially by public sector projects, data centres, and the transition to renewable energy sources.

Client experience remained at a high level and improved further, as did our clients' confidence in our ability to support their environmental goals.

Our environmental handprint grew, and circular economy, climate and

resource efficiency increasingly shape the solutions in our client projects.

Employee satisfaction improved, and our specialists' experiences of immediate leadership, well-being, and opportunities for professional growth within the work community strengthened. The employee recommendation index rose above the average level for expert organisations. To support professional growth, we introduced the AINS Growth Paths model.

Our attractiveness as an employer ranked among the highest in Finland's technical sector in reputation surveys among both students and professionals. This strong reputation supports recruitment and is also a key driver of our long-term business development.

New circular intelligence principles and services brought our commitment to circular economy green deal into practice. This promotes solutions that reduce natural resource use, extend the lifecycles of structures

and materials, and enhance resource efficiency. We launched new circular economy services, such as the circular economy workshop, and developed data-based reviews and innovations that support the implementation of circular intelligence.

Our ISO information security certification strengthened our robust information security management system and culture. It verified our reliability as a partner in demanding client projects, including those related to critical safety and security of supply.

Launching the Ahjo system improved information management and transparency and streamlined everyday operations across the company.

Our climate emissions decreased in line with our science-based roadmap.

Amid global changes, we aim to be a forerunner partner in advancing productivity and environmental responsibility. We will continue investing in this also in the future.

Sustainability Report 2025

AINS Group's sustainability report is intended for our staff and owners, clients, partners and all other stakeholders interested in our sustainability goals and results.

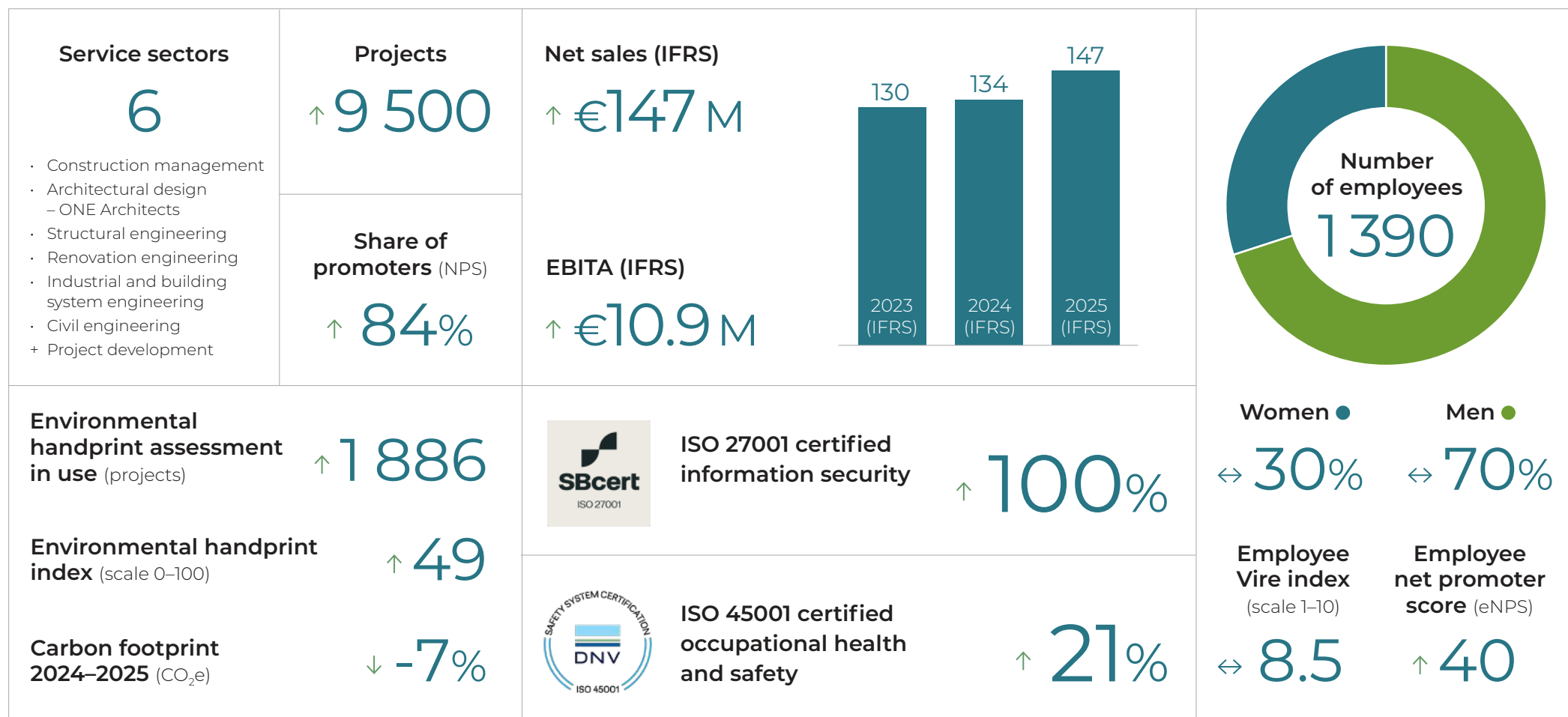
This English version is a condensed edition of our fifth annual sustainability report, where we describe the actions and commitments taken during the year to promote sustainable development.

The sustainability report has been prepared with reference to the Global Reporting Initiative's (GRI) reporting standard, referring to the GRI 1: Foundation 2021. The report covers all companies within the AINS Group. The reporting period is 1 January 2025–31 December 2025. The report has not been verified externally.

We are prepared to report in accordance with the Corporate Sustainability Reporting Directive (CSRD), even though it does not yet require reporting from our company.

 [GRI content index p. 35](#)

AINS Group 2025 – Key Figures



Our approach to leading sustainability

Sustainability is the foundation of our expert work and a key competitive advantage. In 2025, we adopted circular intelligence as a strategic approach to strengthen the circular economy in the built environment.

Sustainability in our strategy

Sustainability is woven into the strategy of AINS Group on many levels, from people responsibility to the impacts we deliver through client work. Our most significant contribution to society is increasingly driven by circular, resource-wise design and project management aligned with circular economy principles.

Sustainability is a critical success factor for our company and our strategic priority. It is crystallised in our goals related to employee and client experiences and the development of the environmental handprint. These goals guide both our everyday operations as well as strategic decision-making.

Our business operations and stakeholder trust are built on motivated experts. We aim to provide built

[We strive to succeed through sustainable solutions that create lasting value.](#)

environment professionals with a workplace that is inspiring and encourages everyone to succeed together. In the Top Talent development program, we strengthen our employee well-being, leadership practices, as well as persistently develop an appealing company culture with annually updated focus areas.

We direct our investments in competence and service development to environmental responsibility, reducing the consumption of natural resources. In multidisciplinary design and construction management, this translates into deeper expertise, diverse roles and responsibilities, and practical design solutions across all project phases.

In 2025, we launched a sustainability talent community consisting of over 70 experts appointed across our organisation. Their task is to share knowledge, support colleagues, and ensure that sustainability is consistently reflected in our client projects.

Community members also act as experts, local supports and drivers for the national circular economy green deal in their own units.

Circular economy is an essential operating model for stopping the overconsumption of natural resources, reducing climate emissions, and halting biodiversity loss. We refer to design based on circular economy principles as circular intelligence, and in this area we will systematically develop our expertise in the coming years.

Since 2021, we have had our sustainability goals in the sustainability programme, which is based on the assessment of our material sustainability impacts. The Group executive team approves the goals of the sustainability programme annually. The programme is overseen and monitored by the EVP, sustainability and development, who reports on sustainability regularly to the Group executive team and the board of directors.

KEY THEMES

A THRIVING AND WELL-BEING WORK COMMUNITY

We provide an equal, respectful and inclusive work community where people feel well and want to commit.
[We gather employee feedback monthly and conduct an annual survey.](#)

ENVIRONMENTAL RESPONSIBILITY AND QUALITY IN EXPERT WORK

We support our industrial, infrastructure and building construction clients in achieving their environmental goals. We develop solutions that take climate impacts, the circular economy and biodiversity into account, and we take responsibility for their health and safety.
[Measuring our environmental handprint makes our positive impact visible.](#)

INFORMATION SECURITY

We carefully and reliably protect project, business and personal data.
[Our information management system is vigilant and continuously evolving.](#)

REDUCING OUR CLIMATE EMISSIONS

We have set science based emission reduction targets (SBTi) for the period 2023–2028.
[We are progressing along this path in a determined manner.](#)

Emphasising security in the management systems

The ISO 27001 certification granted to AINS Group strengthens our position as a trusted partner and demonstrates our commitment to high quality and continuous improvement, including in the field of cyber security.

In 2025, we complemented our high-quality and project-based business certifications with the ISO 27001 information security certificate. Developing our information security management system and increasing our employees' awareness of information security has long been part of our sustainability programme. The certificate, granted in November, covers all business units and locations, and is exceptionally extensive within the consulting sector.

Through the certified systems, we ensure quality, environmental sustainability, and safety in our work .

Effective management of information security risks and cyber-resilience are critical in all client projects, but especially in assignments where security breaches could have far-reaching impacts.

Our certified information security system supports our operations, for example, in projects related to critical infrastructure, the defense and security sectors, and data centres. It also prepares us for controlled use of artificial intelligence and compliance with the upcoming EU AI Act.

We also advanced safety in other areas. We extended the ISO 45001 certification for occupational health and safety from project management services to cover all construction management and project management services. We continue developing occupational safety management and prepare to further extend the certification in 2026.

➔ [Read more on p. 17](#)

One unified ISO 9001 and ISO 14001 system

In 2025, we transitioned from sector specific quality and environmental certification systems into a single ISO 9001 and ISO 14001 management system, which covers all our business areas including group services. The new unified certification was introduced in June, making it easier to offer and deliver multidisciplinary service solutions to our clients.

The integration and update work was carried out by our nine HSEQ specialists. They support the development of quality, client experience, and sustainability across the business units as well as regular management reviews on both Group and service sector levels.



Client trust remained strong

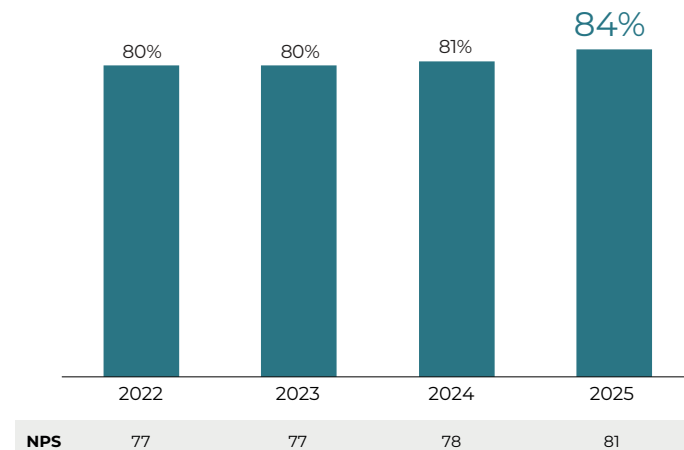
Despite the uncertain market conditions client satisfaction with our services remained at an excellent level and even improved compared to previous years. As part of the NPS survey, we asked our clients how well we succeeded in supporting them to achieve their environmental goals.

The Net Promoter Score (NPS) measured in 2025 was 81 (2024: 78), indicating very positive client experience

and strong trust in the expertise and services of the AINS Group.

The purpose of project specific NPS assessments is not to highlight individual top performances, but to ensure the overall quality and customer-centricity of our project work. We requested feedback through 3 388 surveys, of which 36% were completed representing 1 226 clients.

SHARE OF PROMOTERS (score 9–10)

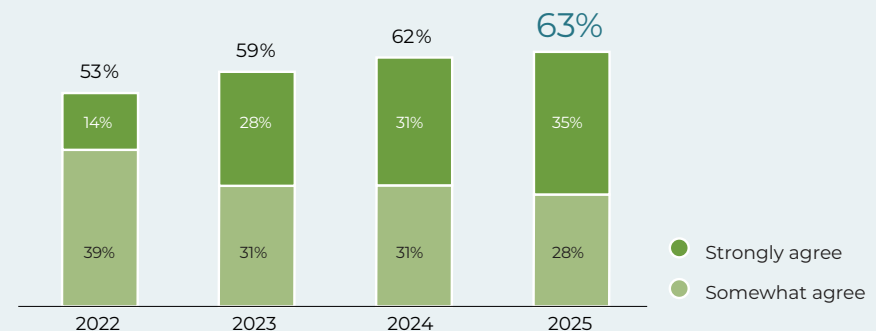


Highly valued environmental expertise

We aim to help clients succeed in their environmental objectives and offer sustainable solutions even when they are not explicitly requested by us. As part of our continuous NPS survey, we evaluate how well we have managed to support our clients to achieve their environmental goals.

Positive assessments of our specialists' proactive environmental expertise and support for reaching environmental goals have increased year by year. In 2025, already 63% of our clients felt that we had contributed to advancing their environmental objectives.

AINS GROUP HAS SUCCESSFULLY SUPPORTED OUR ENVIRONMENTAL TARGETS



People

We seek to provide an equal and inclusive work community where everyone – regardless of their career stage – can grow and pursue a direction that interests them. A skillful and coaching-oriented leadership style plays a central role in this.

Employee experience
(People Power-Index)

A+

Target AA+

eNPS
(Employee Net Promoter Score)

40

Target > 40

Vire
(Monthly employee survey result)

✓ **8.5**

Target 8.5

Excellent leadership enhances employee experience

A work culture that values the individual is one of our strategic success factors. Our long-term investment in people management and frontline leadership is reflected positively in our experts' experiences and well-being at work.

At the end of 2025, AINS Group employed a total of 1 390 designers, specialists, and project professionals in the built environment sector. We consider a respectful and inclusive work culture one of our success factors, which is enabled by excellent leadership. Developing leadership is one of the strategic priorities in our HR development. Our employees' assessments of immediate leadership have improved for two years and are clearly above the Finnish average for expert organisations.

We assess employee experience annually through a survey conducted by Eezy Flow. Based on the 2025 results, the majority of our employees see leadership as a strength: 94% feel their

supervisor trusts them, and 95% feel they can express their opinions even when they differ from their supervisor's. Our experts are also satisfied with their supervisors' availability (96%) and ways to address issues (91%).

Compared to the previous survey, assessment of the sense of control over work improved the most, including the clarity of goals and receiving feedback. Assessments related to workload improved for the fifth consecutive year. Assessments of the conditions for occupational well-being also improved slightly.

In 2025, we offered targeted training for managers on themes, such as, work ability management in different career stages, hybrid leadership, and performance and competence leadership. To support leadership and systematic competence development, we created the AINS Growth Paths model. HR partners also assist supervisors' daily work in all issues related to frontline leadership.

Strengths of fair and inclusive teams

For measured employee experience, we aim to achieve the second-highest rating (AA+, overall index above 78.3). The overall PeoplePower index improved from the previous year, reaching 73.6 (2024: 71.1). This corresponds to an A+ level rating and slightly exceeds the average for expert organizations. Employees' desire to recommend AINS Group as an employer (eNPS 40) also exceeded the average for our peer companies.

Our employees linked our greatest strengths to immediate teams. Fair and equal treatment, effective decision-making, and well-being were also emphasised in the assessments. Despite the positive development in employee experience, we identified areas for improvement in our internal employer image and leadership culture.

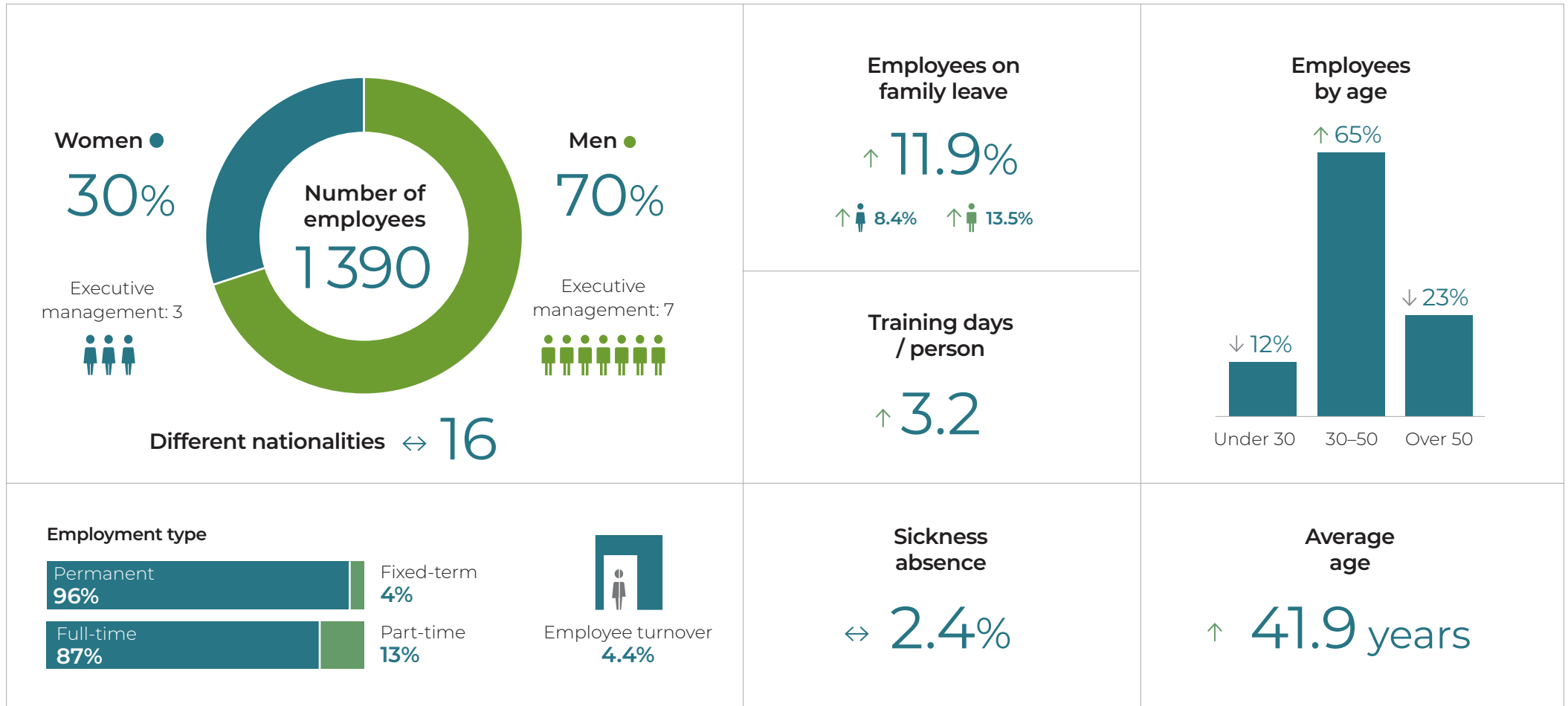
In these areas, for example, experiences of fairness of rewards, company

values and strategic direction as well as trust in senior leadership were ranked below the average for expert organisations.

	2025	2024
My work is not too demanding	↑ 79%	78 %
Employees in my unit are treated fairly and with respect	↑ 90%	89%
My supervisor acknowledges good work performance	↑ 87%	86 %
My supervisor trusts their employees	↔ 94%	94%
I can express my opinion to my supervisor, even if I disagree	↔ 96%	96%
My supervisor addresses problems when needed	↑ 91%	89%
Employees are heard when decisions that affect them are made in the company	↑ 51%	49%

Somewhat or strongly agree,
% of employee survey respondents

Our people in 2025



Safety in expert work

Safety in expert work is grounded in the ability to anticipate and recognise workload-related factors early. A key element is psychological safety – the experience of being able to work with confidence, be heard, and receive support when needed.

At AINS Group, expert work is primarily office-based knowledge work. The main challenges for safety and well-being concern physical strain from sedentary work, time management, project resourcing, as well as cognitive factors, such as thinking, memory, and concentration. At the same time, the work also contains resources that help balance workload, such as meaningful tasks, opportunities for

"It's truly great that we have access to a service like Auntie. It helps bring balance to life, which in turn supports coping at work."

self-realisation, and strong, trusting social relationships.

Our values – together and better – form the basis for psychological and social safety in our work community. This is reflected in mutual trust and pursuit of openness in interaction. We encourage all experts to raise their concerns and supervisors to recognise early any signals of factors impacting work performance.

Our goal is that everyone can be themselves in our work community. We value diverse perspectives, backgrounds, characteristics, and skills – and want them to be visible. The 2025 employee survey supports this: indicators related to non-discrimination and equal treatment were strong and above the benchmark levels. Our updated Code of Conduct clearly outlines unacceptable behaviour towards others in the workplace.

Safety during times of change

The uncertain market situation in the Finnish construction sector, especially in housing construction, affected our operations in 2025, and we conducted several change negotiations. In units where demand decreased significantly, employees were temporarily laid off and workloads reduced. On average, 3% of our employees were laid off temporarily during 2025.

We communicated openly and transparently about changes. Despite the difficult decisions, employees generally felt that people were treated fairly and with respect.

Mental wellbeing as part of occupational safety

Work-related exhaustion and mental health challenges are the second most significant cause of employee absences after short-term illnesses. In

180 new first-aid responders



We maintain our employees' readiness to act in emergency situations. In 2025, we focused particularly on strengthening first-aid skills by offering an online emergency first-aid course to all interested employees. The training was enthusiastically received: we gained 180 new first-aid-skilled colleagues in our work community.

2025, mental health-related absences accounted for 22% of all absences, remaining at the same level as the previous year.

Mental skills are central to wellbeing at expert work. They help workers manage stress, regulate emotions, and adapt to change.

To strengthen these skills, we have offered Auntie mental wellbeing services to all employees for several years. The service has also been available to employees that are laid off temporarily.

Over the past year, employees most often sought support for stress management, navigation of change situations, and low mood. The fact that 100% of our Auntie users recommend the service demonstrates its impact.

Systematic occupational health and safety management

Our objective is that every employee can work safely every day, without compromising their health or wellbeing. We continuously develop our practices in close cooperation with the occupational safety and health committee, learning from safety observations. In 2025, we expanded our ISO 45001 certified occupational health and safety management

system to cover our entire construction management business. This makes us one of the forerunners in Finland's engineering and consulting sector.

We continued to develop the system and are preparing for further expanding the certification in 2026. In particular, we strengthened health and safety risk assessments, occupational safety and health practices, and the reporting and handling of safety observations.

We are committed to achieving zero workplace accidents. In 2025, a total of 25 minor occupational accidents were reported (2024: 19). Approximately half of them occurred during commuting between home and the workplace, and the other half in office work, remote work, or at construction sites. Five cases resulted in more than one day of sick leave. No serious accidents were reported. However, the increase in the number of incidents requires a firm response and the identification of corrective actions.

	2025	2024
In our unit, no one is discriminated against on the basis of age, origin, nationality, sexual orientation, or any other personal characteristic.	↑ 95%	94%
Within our company, all employees are treated equally regardless of gender, gender identity, or gender expression.	↑ 88%	86%
The atmosphere in my unit encourages openness and constructive dialogue.	87%	
Somewhat or fully agree, % of employee survey respondents		

	2025	2024
Minor occupational accidents, cases resulting in more than one day of sick leave (total of sick leave days)	5 (65 days)	1 (2 days)
Severe occupational accidents	0	0



The Vire survey: How have you experienced your work over the past month?

This is how we introduce our monthly Vire survey, through which we gauge the mood of our experts using a small set of questions. The survey serves as a pulse check and a feedback channel that enables rapid response. Our managers use the results to support their leadership work and to identify areas for development.

We consider responding to the survey important, and the response rate is one of the criteria used in determining employee performance bonuses.

In 2025, the company-wide average Vire score (on a scale of 1-10) was 8.5 (2024: 8.5), with a response rate of 85% (2024: 78%).

PEOPLE

OBJECTIVE	TARGET 2025	2025	2024	2023
Employee experience PeoplePower index	> 78.3 (AA+)	73.6 (A+)	71.1 (A+)	70.9 (A+)
Employee net promoter score (eNPS)	> 40	40	36	35
Vire monthly employee survey result (1–10)	8.5	✓ 8.5	8.5	8.4
Employees' experience of sustainability, sustainability index (scale 1–4)	3.6	✓ 3.6	3.6	3.2
Sustainability training, completed (% of employees)	~100%	93%	93%	58%

Top of attractive employers

Our operational culture aligns well with the values of both experienced professionals and students. In 2025, we further strengthened our position as one of the most attractive employers in engineering fields.

In Universum's 2025 employer branding survey among professionals, we ranked higher than ever before, placing 8th among engineering employers in Finland. In the student survey conducted in spring 2025, engineering students ranked AINS Group as the 5th most ideal employer, as well as the number one employer in the construction and design sectors.

Our attractiveness as an employer is the result of many factors and a shared effort across the company. As an employer, AINS Group is multisectoral and diverse, and our operating culture aligns well with Finnish professionals' values.

Young talent in action

In 2025, we supervised 20 completed thesis projects, many of which focused on the sustainability of the built environment. Young engineering and architectural students addressed topics for example, design for disassembly as well as circular economy and lifecycle properties in project management in their theses.

To us, it is important that future professionals are involved in project work, even demanding projects, from the very beginning. We also want them to contribute to the development of our technologies and services. We also continued the activities of our Future Leaders group, where our young experts support and challenge management in development projects and strategic initiatives.

[→ Read more about Future Leaders group \(in Finnish\)](#)



Environmental handprint

Our objective is to drive sustainable transition in the built environment by strengthening our experts' active role in client projects. In 2025, we established circular intelligence as one of the key development areas of our environmental handprint.

Environmental handprint
index in our projects

49
Target: 50

Environmental handprint
assessed comprehensively
in assignments exceeding
€15 000

73%

Image: Mika Huishman

Environmental handprint: commitments



Becoming part of the circular economy solution through the Green Deal

Ensuring the conditions for living and operating within the limits of the planet's carrying capacity requires a transition to a circular economy of built environment. The Circular Economy Green Deal, coordinated by the Finnish Ministry of the Environment, is a strategic commitment to promoting resource efficiency and a shift towards a sustainable economy by 2035. We announced our commitment to promoting a sustainable circular economy as one of the first circular economy Green Deal organisations in 2024.



#BuildingLife – emission reductions in the construction sector

We are an active member of Green Building Council Finland (FIGBC) and a supporter of the European #BuildingLife project. The network and project advance the reduction of greenhouse gas emissions and implementation of circular economy in many areas.



Partnerships for sustainable cities – solutions and cooperation

We collaborate with Finland's three largest cities to address the climate challenges and benefit from opportunities. We are a climate partner for the City of Espoo and the Tampere Region, as well as a sustainability partner for the City of Helsinki.

Circular economy requires circular intelligence

Circular intelligence is an approach to designing and steering projects in line with the circular economy. It reduces natural resource use, extends the lifespan of materials, and keeps materials in use as long as possible.

Built environments should be increasingly developed with existing materials, structures, and energy. This requires expertise, innovations, and data, which help make resource cycles visible and more effective.



At AINS Group, circular intelligence is a key focus area of environmentally sustainable development. The concept covers engineering, construction management, and expert work grounded in circular economy principles. By defining these principles, we aim to actively and visibly promote the circular transition within our services and across the industry. The goals of the circular economy green deal further accelerates circular intelligence in our operations.

The sustainability talent community has successfully brought together experts from different fields. Its practical approach supports the adoption of new ways of thinking in our experts' day-to-day work.

Vilja Juvonen
Environmental engineer
Member of Sustainability talent community

Circular intelligence in practice

Circular intelligence brings together our expertise in architecture, structures, building services, Industrial and building systems, civil engineering, and construction management. In practice, it is reflected in our new services and practices in projects.

In 2025, we organised dozens of workshops and discussion events where we deepened understanding of circular intelligence and explored service development from a circular-economy perspective. This work materialised in, for example, our new Circular economy workshop service and data-driven analyses of material flows. We also advanced circular intelligence in the entire industry by publishing a Circular intelligence quick guide, hosting a webinar, speaking at seminars, and presenting circular solutions in innovation competitions.



Sustainability talent community

The purpose of the community of appointed experts is to strengthen and integrate circular intelligence competence throughout the organisation.

The 70 members of the community launched in 2025 represent their own field of expertise, develop their competence, and share it with their immediate work community and clients.

The talent community acts as a bridge between our strategic sustainability objectives and practical project work. Over the past year, it convened nine joint training sessions and events structured around topical sustainability themes and solutions tested in client projects. The overarching theme of the training sessions was circular intelligence.

Principles for designing and building with circular intelligence

We extend life cycles

- We make use of existing buildings, spaces, land, and building components.
- We diversify the use of space and enable new functions.
- We design spaces and buildings to be adaptable for high utilisation rates and long service life.
- We design for future resilience, considering factors such as climate change.

We save natural resources

- Instead of virgin materials, we use reused building components and materials.
- We design with material efficiency, minimise waste and optimise the level of repair.
- We design solutions that increase renewable energy use and the circulation of energy and water in buildings, industry and districts.
- We design with materials that are durable, recyclable, and have a low environmental footprint.
- We design with the end of the life cycle in mind, for example for intact deconstruction or relocation.
- We preserve biodiversity, for example in zoning, landscape, and stormwater design.
- We minimise environmental impacts during construction, for example through low emission worksites and recycling.

We connect life cycles

- We create the foundation for the circular economy by linking information on building components and materials to data models.
- In deconstruction and circular economy planning, we survey building components and materials, define those suitable for intact deconstruction and design methods for reuse.
- We direct materials and components to reuse or recycle.
- We minimise the amount of waste ending up in landfills and ensure at least a 70% recovery rate.
- We strengthen the circular economy by deepening understanding and paving the way for practical solutions in circular economy plans, reports, and workshops.

Measuring the environmental handprint shows our experts' impact

The data collected through assessments shows that our expert work has a real impact on how well environmental responsibility is implemented in the built environment.

A systematic assessment of our environmental handprint makes visible what would otherwise remain unnoticed; the role of our engineers, architects and experts in advancing sustainability in construction and industrial projects.

The environmental handprint of our specialist work is the most significant element of our environmental responsibility. It shows how well we succeeded in offering and delivering climate-friendly, resource-efficient

In 2025, we measured the impact of our expert work in 1 886 customer projects.

and circular-economy-driven solutions in client projects.

Our objective is to increase our environmental handprint each year. To track our progress, we use a self-assessment tool based on 12 sustainability areas. The tool was introduced in 2022 and is now an established part of our project management process. In 2025, we evaluated the environmental handprint of 1 886 completed or ongoing client projects (2024: 1 182). This covered 73% of all assignments valued over €15 000.

Handprint increased, target remains

In a project-level assessment, the project manager or expert assesses: 1) the opportunities to implement sustainability measures, 2) the extent to which these measures were implemented, and 3) their own role in advancing sustainability (passive, neutral, active).

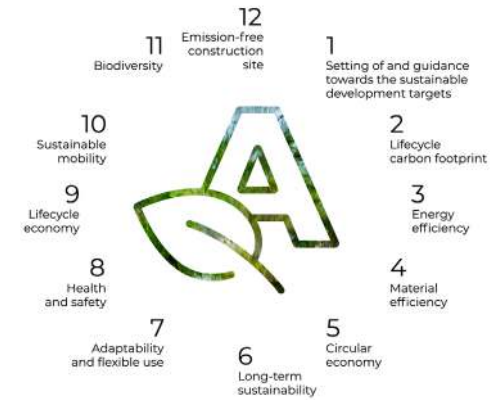
These assessments constitute the environmental handprint measure.

This overall index ranges from 0 to 100. In 2025, our average handprint index was 49 (2024: 47). While our handprint improved from the previous year, it remained slightly below the target level.

Measurement drives an active role

Assessing sustainability performance and individual contribution systematically as part of project work ensures that sustainability does not remain a secondary consideration. This measure encourages our specialists to identify opportunities already in the early stages of the project and take an active role in advancing them throughout the project.

Environmental handprint measures showed a clear increase in experts' proactivity in several sustainability



ASSESSING ENVIRONMENTAL HANDPRINT AS PART OF PROJECT WORK

Sustainability is assessed at the beginning and end of each project.

The assessment of sustainability performance and our own contribution is documented and summarised into an index.

Our knowledge base and competence grow.

The higher the environmental handprint index, the fewer negative environmental impacts the client project generates.

Projects delivered sustainably set an example for industry, helping spread good practices.

areas. Several reinforcing factors explain this development. The measure is used in an increasing number of projects, and it has become a natural part of our everyday project work. We have strengthened communication and knowledge-sharing on sustainability topics, such as biodiversity. In addition, awareness of the opportunities within one's own expert role has increased. Our new sustainability talent community has been in a key role for sharing knowledge and building expertise.

Clients' increased interest in sustainability themes also supports this development. This creates need for

When our specialist takes an active role, sustainability is four times more likely to be implemented in the project.

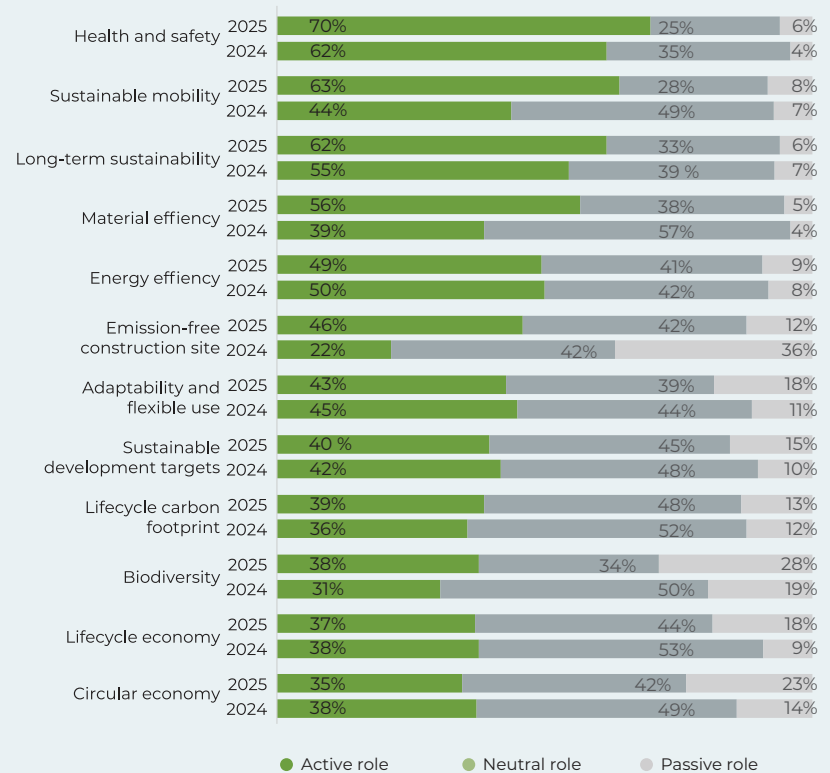
our experts' active role and introduction of sustainable solutions in client projects.

Our active contribution strengthens sustainability outcomes

The environmental handprint measure generates a broad data foundation that helps us understand where and how our specialist work creates the greatest positive impact – and in which areas or project types we still have room for improvement. The data shows that when our experts take an active role, the project is up to four times more likely to achieve the set sustainability goals compared to projects where our role is neutral or passive.

Achieving sustainability in the built environment requires active use of expertise – and the environmental handprint encourages to do it.

OUR EXPERTS' ROLE IN PROMOTING AREAS OF SUSTAINABLE DEVELOPMENT (% of projects)



The role of experts (active, neutral, passive) in the implementation of sustainable development in 1100 Finnish built environment projects in 2025. The assessments are based on evaluations by AINS Groups' experts and are conducted as part of AINS Groups' environmental handprint measurement.

WHITE WINTERS



For the future of snow

In 2025, we joined the White Winters sustainability programme, which aims to preserve winter environments by reducing the climate and nature impacts of winter sports.

The programme is part of the International Ski Federation's (FIS) sustainability strategy. It brings together ski resorts, companies, specialists, and event organisers to share and develop solutions that reduce emissions and protect ecological balance.

The sustainability experts of the AINS Group are developing the White Winters assessment tool for ski resorts. The tool helps both domestic and international ski resorts manage their climate and nature footprints. It helps ski resorts to focus on the most relevant areas of environmental responsibility (e.g. climate footprint, reduction of mobility-related emissions, energy efficiency, protection of biodiversity and water balance, and circular economic solutions). In addition, it helps them adopt and communicate about sustainable practices.

Programme partners include Ski Sport Finland, Finnish Ski Area Association, Levi Ski Resort, Ruka, Pyhä, Solved, Betolar, Snow Secure and KPMG.

[!\[\]\(cebdf28220713f21f1ebb8bbb41971b3_img.jpg\) **White Winters programme**](#)

ENVIRONMENTAL HANDPRINT

OBJECTIVE	TARGET 2025	2025	2024	2023
Comprehensive assessment of the environmental handprint for assignments over €15 000	> 50%	✓ 73%	68%	25%
Environmental handprint index grows (0–100)	> 50	49	47	46
Client experience of environmental expertise improving (% of clients who partially or completely agree with the statement "We helped you achieve the environmental objectives of your project")	> 60%	✓ 63%	62%	55%



Reduction of direct emissions and indirect emissions from energy consumption in 2024–2025

✓ -50%
Target -8%

Progress of our emission reductions in line with our SBTi targets

Partially
Target Yes

How we reduce our climate emissions

We are committed to reducing the climate emissions of our own operations in line with science-based targets (SBTi). These targets are grounded in the objective of limiting global warming to 1.5 degrees in accordance with the Paris Agreement.

Climate emissions: commitments

The reduction of greenhouse gas emissions from our own operations is based on science-based emission reduction targets validated by the Science Based Targets initiative (SBTi).

Validated SBTi targets

We are committed to reducing greenhouse gas emissions from our own operations in line with science-based targets. Our near-term targets were validated by the Science Based Targets initiative (SBTi) in 2024.

The aim of the global SBTi organisation is to limit global warming to 1.5°C and to support organizations in halving emissions before 2030 and achieving net-zero emissions before 2050.

Our emission reduction targets by 2028

- We will reduce absolute scope 1 and 2 greenhouse gas emissions by 35% from the 2023 level. This goal is in line with the Paris Agreement. (Scope 1 and 2 emissions)
- We will reduce scope 3 emissions related to fuel- and energy-related activities, upstream transportation and distribution and employee commuting by 45% per employee from the 2023 levels. (Scope 3 emissions)
- A total of 69% of suppliers when measured by emissions stemming from purchased goods and services and capital goods will have science-based targets by 2028. (Supplier engagement)



Towards a smaller carbon footprint

We focus our emission reduction efforts on energy use in our premises, business traveling, employee commuting, and procurement. We are broadly on track with our targets.

AINS Groups' total carbon footprint (scopes 1–3) was 2 169 thousand kg CO₂e in 2025, representing a 7% decrease compared to the previous year (2024: 2 334 thousand kg CO₂e). Our annual carbon footprint corresponds to that of a single apartment building over a 50 year lifecycle.

Effective emission reductions require decarbonisation across the entire construction value chain. Our energy-related emissions (Scopes 1 and 2) continued to decline, decreasing by 50% in 2025 compared to 2024. Emissions per employee related to other fuel and energy use, as well as emissions from transport services and employee travel (Scope 3 categories 3, 4 and 7), also decreased slightly. However, we have not progressed fully in line with our targets regarding requirements for our supplier engagement.

premises, a high utilization rate, and the functionally efficient use of space, even as our workforce grows.

Taking responsibility for supply chain emissions

Our procurement consists of subcontracting in client projects, work equipment, purchased services, and employee breakfast and coffee services. In 2025, emissions from our procurement (Scope 3 categories 1 and 2) decreased by 12%. In addition, decisions made in 2023 and 2024 to extend the lifecycle of employees' workstations and company mobile phones have reduced — and will continue to reduce — our climate emissions in the coming years.

More efficient use of premises

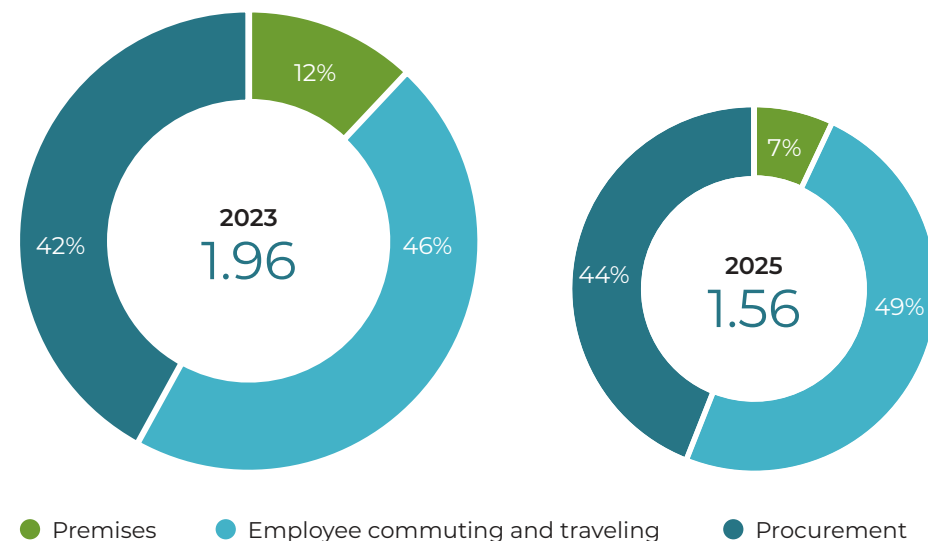
The carbon footprint of our premises has decreased significantly — by 54% compared to the base year 2023. This is driven by the green transition in electricity and district heating production.

In 2025, we operated 19 offices across Finland. We invest in the quality of our

Supporting sustainable mobility

Commuting and business travel account for 48% of our total emissions. We aim to locate our offices in

AINS GROUP CLIMATE EMISSIONS, 2023 AND 2025 (t CO₂e per employee)



central areas to make environmentally friendly commuting as easy as possible.

We encourage our employees to make sustainable choices by offering a commuting benefit for public transport. We also continued our employee bicycle benefit into 2026, even though the related tax deduction was discontinued in Finland. In 2025, 11% of our employees used a bicycle benefit.

The electrification of our company car fleet is also progressing: in 2025, 64% of our cars were fully electric and 36% hybrids. We also updated our car policy by removing conventional combustion engine vehicles from the selection and setting emission limits for hybrids.

Emissions from business travel have increased alongside business growth and the expansion of our

international client base. While we aim to avoid unnecessary travel and favor remote meetings, working at client sites, construction sites, and in international operations requires business traveling. Our travel policy prioritizes the most environmentally friendly option, and we encourage train travel by offering extra-class tickets.

HOW WE CALCULATE OUR CARBON FOOTPRINT

The carbon footprint of AINS Group has been calculated according to the Greenhouse Gas Protocol (GHG Protocol). Our calculation covers scope 1, 2 and 3.

Scope 1: Greenhouse gas emissions directly from our own operations. Direct emissions are from the use of fuels.

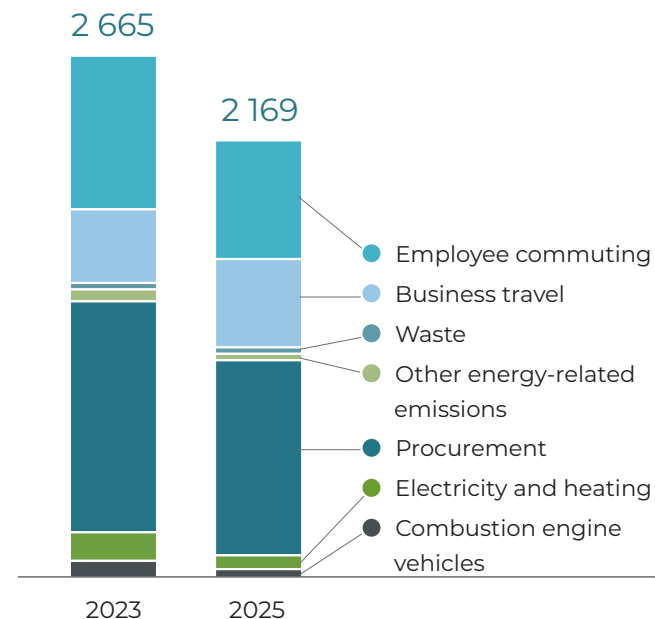
Scope 2: Indirect emissions, arising from energy production for purchased energy related to our operations. These emissions are related to the use of electricity and district heating in our facilities and other buildings.

Scope 3: Other indirect emissions from our operations and from the products and services we buy.

The organisational boundaries of the emissions accounting are defined in accordance with operational control. Our emissions accounting covers all our emission sources, with the exception of products and services purchased by our Estonian operations (scope 3 category 1) and our investment activities (scope 3 category 15). For these, the estimated emissions are less than 1% of our total carbon footprint.



AINS GROUP CLIMATE EMISSIONS (t CO₂e)



AINS GROUP EMISSIONS

EMISSION SOURCES		2025 (t CO ₂ e)	2023 BASE YEAR (t CO ₂ e)	DIFFERENCE FROM BASE YEAR (%)
Scope 1, total		39	79	-51%
Fuel consumption		39	79	-51%
Scope 2, market-based total		96	254	-62%
Electricity, market-based		68	138	-51%
District heating, market-based		28	116	-76%
Electricity, location-based		61	85	-28%
District heating, location-based		218	248	-12%
Scope 3, total		2 084	2 332	-11%
1: Purchased goods and services		882	916	-4%
2: Capital goods		70	207	-66%
3: Fuel- and energy-related activities (not included in scope 1 or scope 2)		33	56	-42%
4: Upstream transportation and distribution		4	8	-53%
5: Waste generated in operations		31	30	2%
6: Business travel		432	359	20%
7: Employee commuting		583	755	-23%
8: Upstream leased assets	Not applicable			
9: Downstream transportation and distribution	Not applicable			
10: Processing of sold products	Not applicable			
11: Use of sold products	Not applicable			
12: End-of-life treatment of sold products	Not applicable			
13: Downstream leased assets	Not applicable			
14: Franchises	Not applicable			
15: Investments	Excluded from the calculation			
Total emissions (scope 1–3)		2 169	2 665	-19%

SCIENCE-BASED TARGETS FOR EMISSION REDUCTIONS

	UNIT	2025	2023 (BASE YEAR)	TARGET CHANGE 2023–2025	ACTUAL CHANGE 2023–2025
We will reduce absolute scope 1 and 2 emissions	t CO ₂ e	134	333	– 14%	– 71%
We will reduce scope 3 emissions per employee related to fuel- and energy-related activities, upstream transportation and distribution and employee commuting	t CO ₂ e	0.45	0.60	-18%	-26%
A total of 69% of suppliers when measured by emissions stemming from purchased goods and services and capital goods will have science-based targets.	%	54	48	8pt	6pt

EMISSION ACCOUNTING FIGURES AND ADDITIONAL INFORMATION

	UNIT	2025	2023	ACTUAL CHANGE 2023–2025
Total emissions (scope 1–3) (location-based) by net sales	t CO ₂ e / €	0.0000160	0.0000211	-23%
Total emissions (scope 1–3) (market-based) by net sales	t CO ₂ e / €	0.0000148	0.0000205	-26%
Total emissions (scope 1–3) (location-based) per employee	t CO ₂ e / employee	1.69	2.02	-14%
Total emissions (scope 1–3) (market-based) per employee	t CO ₂ e / employee	1.56	1.96	-19%
Share (average) of scope 3 emissions accounted for using primary data	%	51	58	-7pt
Share of renewable energy from scope 2 emission sources	%	43	49	-6pt
Validation of the emissions accounting	yes / no	No	No	-
Employee number used in emissions accounting	No.	1,390	1,358	2%
Net sales used in emissions accounting	€	147 000 000	130 078 000	13%

Corporate governance

Good governance supports everyday decision-making and risk management across the entire value chain. In 2025, we strengthened it through an updated Code of Conduct, certification of our information security system, and the responsible use of artificial intelligence.

ISO 27001 certified
information security

Continuous data security
awareness training
(% of employees)

100%

99%

Target 95%

Image: Aki Rask

Corporate governance and ethical conduct

Good governance and AINS Group Code of Conduct, updated in 2025, form the foundation for stakeholder trust and responsible business practices.

Good governance has been the foundation of our responsible operations for nearly 70 years, underpinning stakeholder trust and the successful delivery of client projects.

Our comprehensive corporate governance system complements our values and policies. It defines our governance practices and clear responsibilities, including the roles of the board of directors and management, internal control mechanisms and principles of risk management. In handling insider information, we follow the recommendations of the Corporate Governance

Our employees can rely on clear ethical guidelines and concrete training.

Code issued by the Finnish Securities Market Association.

Ethical conduct and a culture of speaking up

Expectations for ethical business practices have increased, and clear ethical guidelines have an important role in ensuring sustainable business conduct. In 2025, we updated our Code of Conduct to better reflect the expectations of our employees, clients and other stakeholders.

Our aim was to create a practical guideline that supports everyday decision-making in all roles. Both employees and representatives of employees were heard in the preparation process. Our values and ethical principles remained unchanged, but we clarified the operational guidelines including concrete examples.

The Code of Conduct published in early 2026 helps, especially, in maintaining a respectful and safe workplace,

encouraging speaking up and ensuring fair and incorruptible business practices. The revised Code of Conduct also covers new topics, such as the use of artificial intelligence, asset management and communications.

To support the adoption and commitment to the Code of Conduct, all employees must complete an online training course available on AINS Academy as part of the onboarding process. In addition, we provide low-threshold advisory channels and a secure whistleblowing system for reporting suspected misconduct. In 2025, one report was submitted through the channel.

As part of the update process, we also published AINS Supplier Code of Conduct for our subcontractors and partners. This ensures sustainable and ethical practices throughout our value chain.

→ [Code of Conduct and the Whistleblowing channel](#)



OUR VALUES

Together and better

OUR ETHICAL PRINCIPLES

We are an inclusive and safe workplace for everyone

We are an honest and incorruptible partner

We ensure responsible practices in quality, environmental management and information security

We support a speak-up culture

Information security ensures trust in demanding projects

The ISO 27001 certification of our information security management system in 2025 demonstrated our ability to meet the security requirements of international clients and critical infrastructure projects throughout the entire value chain.

High-quality information security management and strong employee security awareness have been central to the development of our information management and sustainability work for several years. With the certification, our processes, responsibility models, and risk management practices now cover all business units and locations of the AINS Group.

An external auditor evaluated the maturity of our information security practices during the 2025 certification

process and described our security culture as well-established and integrated into daily work. The level of technical controls, as well as our ability to detect and respond to anomalies, was considered strong. The audit confirmed that ensuring information security is firmly embedded in the way we operate with our clients.

Effective information security risk management and cyber resilience are essential in all built environment projects. They are particularly important in projects related to critical infrastructure, defence and security sectors as well as data centre construction. In these cases, security breaches can have significant and far-reaching impacts.

The audit confirmed that ensuring information security is firmly embedded in the way we operate.

Unified and responsive information security management

In 2025, we further developed information security management from a value chain perspective. We strengthened the information security practices of our subcontractors and prepared for the requirements of the NIS2 Directive by organising the Information Security Training for Suppliers 2025 course. The aim was to ensure that suppliers' operations align with our security requirements.

We updated our monitoring system together with our information security partner. The update improves our ability to detect and handle information security incidents. A comprehensive Incident Response Plan ensures rapid and controlled reaction in disruption situations and supports business continuity in the event of potential security breaches.



Our AI talent community marks a steady step toward broader use of artificial intelligence. We collect use cases and share learnings. The fact is that the general-purpose AI does not, as such, serve the construction sector optimally.

Daniel Suvorov

BIM and project manager,
Renovation engineering
Member of AI talent community

Training and exercises safeguarding continuity

Developing employees' competence is a key part of ensuring cyber resilience. The mandatory annual information security training as well as continuous training aimed at identifying phishing attacks (Hoxhunt) ensures that our employees' competence remains up to date in a constantly evolving threat landscape. Separate training for security-classified projects and project members deepens expertise in roles involving highly sensitive information.

During the year, we organised two extensive internal information security exercises and participated in the national Taisto exercise. These exercises tested our recovery capabilities, strengthened the readiness to restore critical systems, and provided valuable insights for further preparedness development.

Proactive dark web monitoring

We support the safety of our employees and strengthen the company's risk management through proactive dark web monitoring, which seeks to identify potential data leaks at an early stage.

We monitor the development of our information security through Microsoft's Secure Score metric. The 71% level achieved at the end of 2025 clearly exceeds the benchmark average. This reflects the high protection level of our IT environment as well as our systematic development efforts.

The CIO reports on the status of information security, development actions, and risks to the board of directors twice a year.



AI expert work in our operations and across the industry

The responsible use of artificial intelligence was one of our key themes in 2025. We maintained and further developed our comprehensive internal AI guidelines and strengthened both our own and our clients' capabilities.

One of our development priorities was information classification, which clarifies document processing, guides user rights, and enables automation as well as controlled data utilisation. We also supported AI adoption through technical reviews, such as information security reviews of MCP-protocol-based solutions and local language models. With these actions, we laid the foundation for ensuring the quality and reliability of our future AI solutions.

Our experts were actively involved in advancing responsible AI practices in the architecture, engineering and construction sector. The Ethical AI Playbook, developed together with the Building Information Foundation RTS, was published in January 2025. It was expanded in June 2025 and widely presented to industry stakeholders. Our experts trained clients and spoke at universities and numerous industry events.

Pilots implemented in client projects – for example in bid evaluation and data analysis – demonstrated the practical added value of artificial intelligence and opened up new, efficient ways to support our clients.

CORPORATE GOVERNANCE

OBJECTIVE	TARGET 2025	2025	2024	2023
Participation in continuous information security training, Hoxhunt (% of employees)	95%	✓ 99%	99%	94%
Yearly completion of information security training (% of employees)	68–73%	✓ 71%	68%	62%
Microsoft Secure Score	~100%	80%	72%	67%
Code of Conduct course, completed (% of employees)	~100%	95%	93%	55%
Reported cases of misconduct (Whistleblowing-channel)	3–10	1	4	0
Penalties or sanctions imposed for non-compliance with laws or regulations	No	✓ No	No	No



AI talent community

In 2025, we established an AI talent community to strengthen artificial intelligence expertise in the organisation. The community quickly became the backbone of our AI capabilities creating a structure that supports the use of AI throughout the company.

The community consists of nearly 70 experts from our various business units. Their role is to serve as a link between project work and development work, ensuring that new technologies are adopted safely, efficiently, and consistently. The community provides training, support, and gathers feedback and development needs, while its members act as local AI experts within their respective units.

The community offers an open, learning-oriented environment for employees interested in AI. Training sessions and workshops are highly interactive, giving participants the opportunity to influence the direction of development. Members also received early access to modern tools such as M365 Copilot.

Throughout the year, the community organised several training sessions and produced a wide range of documented use cases for different units, from environmental services to electrical design and building health, providing experts with practical examples of how AI can be applied in project work.

Objectives of the AINS Group Sustainability Programme

Since 2021, our sustainability goals have been anchored in a sustainability programme based on an assessment of our material sustainability impacts. The Group executive team approves

the goals of the sustainability programme annually. The programme is overseen and monitored by the EVP, sustainability and development, who reports on sustainability regularly to

the Group executive team and the board of directors.

OBJECTIVE	TARGET 2025	2025	2024
PEOPLE (S1)			
Vire monthly employee survey result (1–10)	8.5	✓ 8.5	8.5
Vire monthly employee survey response rate (1–10)	> 80%	✓ 85%	79%
Employees' experience of sustainability, sustainability index (scale 1–4)	3.6	✓ 3.6	3.6
ENVIRONMENT (E1, E4 JA E5)			
Comprehensive assessment of the environmental handprint for assignments over €15,000	> 50%	✓ 73%	68%
Environmental handprint index grows (0–100)	> 50	49	47
Progress of our emission reductions in line with our SBTi targets	Yes	Partially	Yes
CORPORATE GOVERNANCE (G1)			
Participation in continuous information security training, Hoxhunt (% of employees)	95%	✓ 99%	99%
Reported cases of misconduct (Whistleblowing-channel)	3–10	1	4
Sustainability training, completed (% of employees)	~100%	93%	93%
Code of Conduct course, completed (% of employees)	~100 %	95%	93%

GRI content index

Statement of use: AINS Group (A-Insinööri Oy) has reported the information cited in this GRI content index for the period 1.1.–31.12.2025 with reference to the GRI Standards.

GRI 1 standard used: GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	LOCATION	EXPLANATIONS
GRI 2: General Disclosures 2021	2-1 Organization details	p. 4	
	2-2 Entities included in the organization's sustainability reporting	p. 4	
	2-3 Reporting period, frequency and contact point	p. 4	The sustainability report (in Finnish) was published on 24 March 2026. For further information, please contact the Director of Corporate Development and Sustainability.
	2-4 Restatements of information	pp. 9, 22	Compared with the 2023–2024 reporting, the result relating to customers' environmental experience for the 2022–2023 period has been corrected.
	2-5 External assurance	p. 4	This report has not been externally assured.
	2-7 Employees	p. 12	
	2-13 Delegation of responsibility for managing impacts	p. 7	
	2-14 Role of the highest governance body in sustainability reporting	p. 7	The board of directors approves the sustainability report and the double materiality analysis.
	2-26 Mechanisms for seeking advice and raising concerns	p. 30	
	2-27 Compliance with laws and regulations	p. 33	
	2-28 Membership associations	p. 17	
	2-30 Collective bargaining agreements		99.4% of employees are covered by collectively bargained agreements: 100% in Finland and 0% in Estonia.
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	p. 5	

GRI STANDARD	DISCLOSURE	LOCATION	EXPLANATIONS
GRI 205: Anti corruption 2016	205-2 Communication and training about anti corruption policies and procedures	pp. 30, 33	ains.fi/en/company/sustainability/code-of-conduct
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products, and services on biodiversity	pp. 16–23	
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	p. 27	
	305-2 Energy indirect (Scope 2) GHG emissions	p. 27	
	305-3 Other indirect (Scope 3) GHG emissions	p. 27	
	305-4 GHG emissions intensity	p. 28	
	305-5 Reduction of GHG emissions	pp. 24–28	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	p. 12	
	401-3 Parental leave	p. 12	
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	pp. 8, 14	
	403-6 Promotion of worker health	pp. 13–14	
	403-8 Workers covered by an occupational health and safety management system	pp. 8, 14	
	403-9 Work related injuries	p. 14	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	p. 12	
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	p. 12	



We aim to lead the industry towards a circular economy, where the value of structures and buildings is derived not only from their use, but also from the materials they are made of and how these materials circulate.

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