

An aerial night view of a city, likely Seattle, with a large body of water to the right. The city lights are illuminated, and the sky is a mix of blue and orange from the sunset. The ENSTO logo is in the top left, and the text 'SUSTAINABILITY REVIEW 2025' is in the middle left. The slogan 'Better life. With electricity.' is in the bottom right.

ENSTO

# SUSTAINABILITY REVIEW 2025

**Better life.**  
With electricity.

## INTRODUCTION

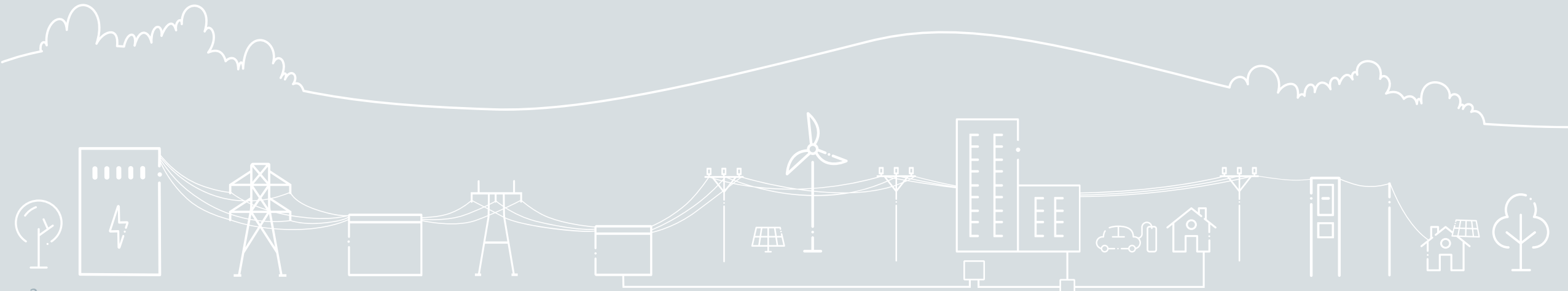
# For the Reader

We invite our stakeholders to explore this Sustainability Review, a comprehensive overview of our sustainability efforts in 2025.

This review highlights our actions and progress across key areas: Climate Action and Circularity, Safe and Inclusive Workplace, and Business Ethics and Compliance.

We are refining our sustainability strategy to adapt to evolving sustainability reporting regulations and due diligence obligations. As we navigate this evolving landscape, we remain committed to transparency, continuous improvement, and meaningful impact.

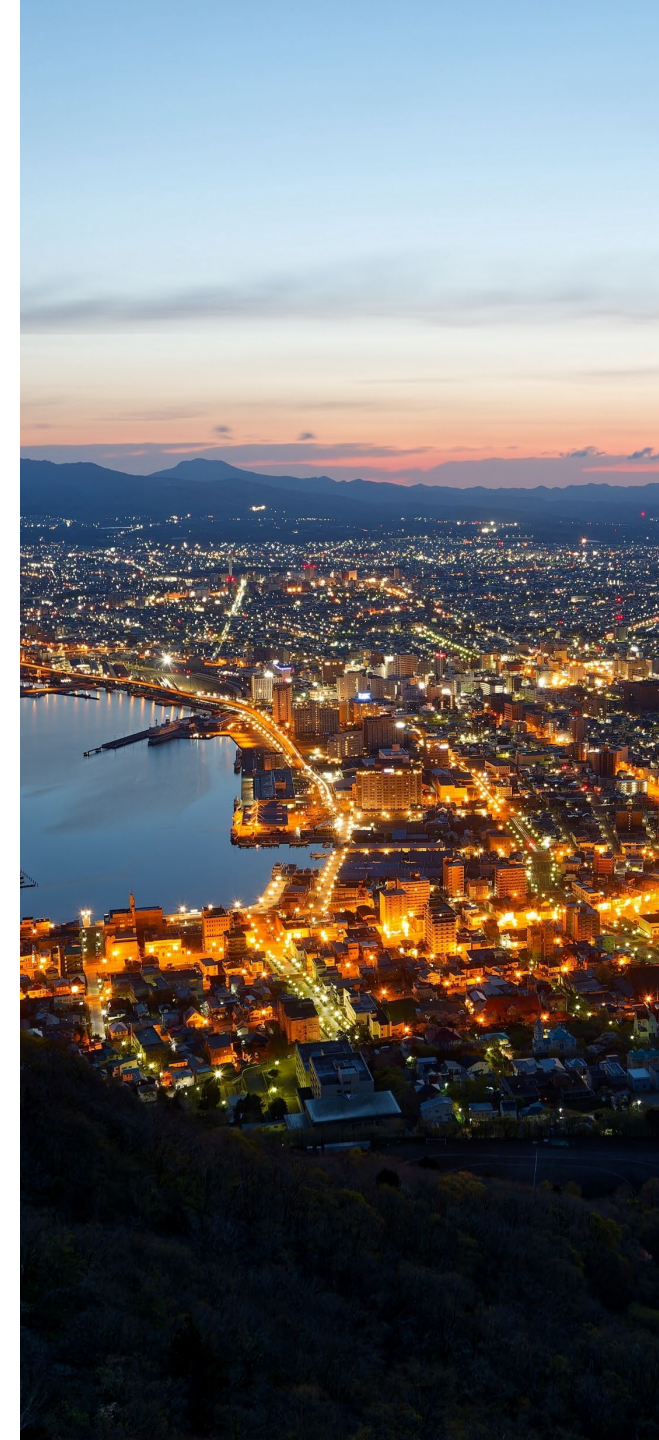
Engage with us as we shape a more sustainable future.



# Table of Contents

<b>For the Reader</b>	<b>2</b>
<b>Table of Content</b>	<b>3</b>
<b>Introduction</b>	<b>4</b>
Ensto in Brief	5
CEO Statement	6
Business Strategy and Business Model	7
We Help Customers to Meet the Surrounding Challenges	8
Sustainability Stories	9-14
<b>Strategy</b>	<b>15</b>
Sustainability Strategy	16
Key Sustainability Commitments	17
Sustainability Governance Model	18
Stakeholder Engagement	19

<b>Environment</b>	<b>20</b>
Climate Action & Circularity	21-24
<b>Social</b>	<b>25</b>
Health & Safety	26
Diversity, Equity and Inclusion	28
Human and Labor Rights	30
<b>Governance</b>	<b>32</b>
Business Ethics and Compliance	33
Supplier Relationships and Engagement	34
Business Conduct	35
<b>Data</b>	<b>36</b>
Environment	37
Social	41
Governance	42





# 1 Introduction



# Ensto in Brief

We are an international technology company and a family business powered by people since 1958. We enable green transition, reliable and safe supply of electricity by creating sustainable solutions for electricity distribution.

## OUR VALUES

- Trust Capital
- Creativity
- Winning Together

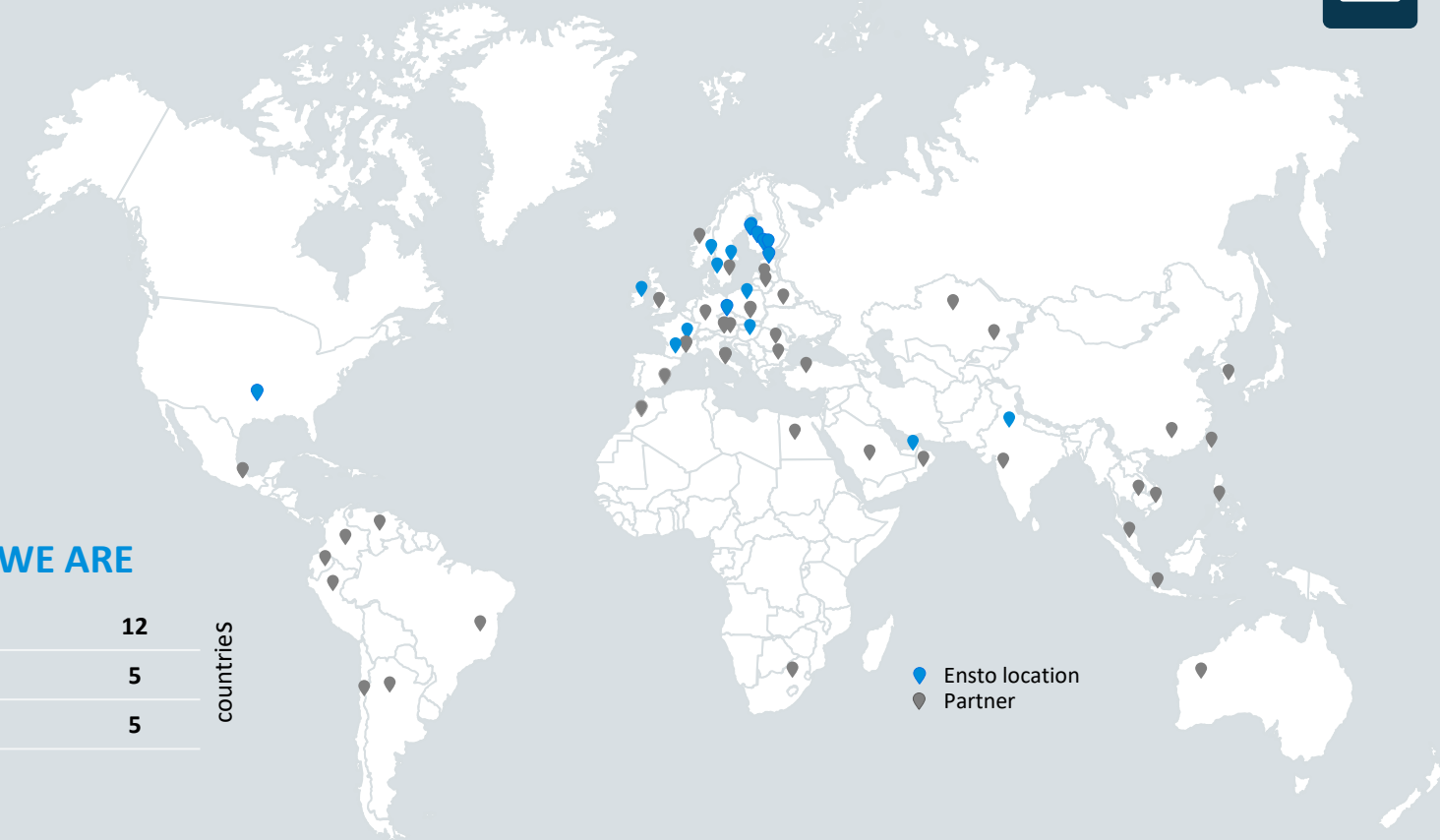
## BUSINESS LINES

- Line Accessories
- Distribution Automation
- Protection, Automation and Control
- Substations

## WHERE WE ARE

Sales offices	12
Production	5
R&D	5

countries



## OUR PERSONNEL

870

France	27%
Finland	25%
Estonia	20%
India	19%
Other countries	9%

## OUR CUSTOMERS

In 110+ countries

- Distribution system operators (DSOs)
- Industrial customers
- Renewable energy producers

## OUR SUPPLIERS

2,000+

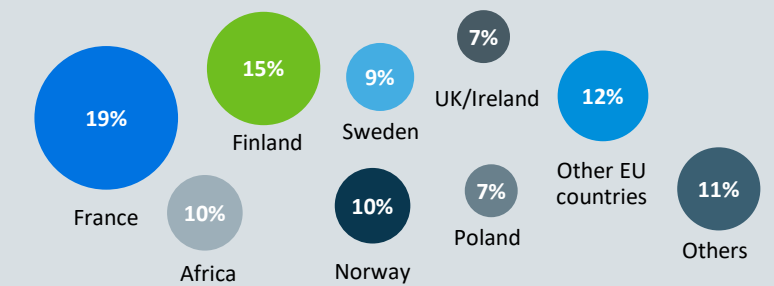
	spend
France	29%
Finland	16%
India	8%
China	6%
Estonia	6%
Other countries	35%

## TURNOVER

200 M€

Line Accessories	47%
Distribution Automation	37%
Protection, Automation and Control	10%
Substations	7%
Subcontracting	2%

## MARKET AREAS



# Driving Sustainable Performance Through Collaboration

In 2025, we strengthened our competitiveness by embedding sustainability more deeply into the core of our business performance. Our focus has been clear: strengthening collaboration across our value chain, improving the accuracy of our product data, and aligning sustainability actions with long-term growth and profitability. At the same time, we accelerated decarbonization efforts while advancing circularity, enabling more efficient use of resources and reducing waste.

A key priority this year was strengthening **supplier engagement**. As a large share of our emissions and operational risks originate in the value chain, improving supplier performance is essential to meeting our climate targets and securing business continuity. By enhancing transparency and building more structured collaboration with suppliers, we have improved emissions reporting.

This work has also helped us identify reduction opportunities that directly support cost efficiency, resilience, and long-term operational planning.

Through stronger **product data management**, we will have more robust processes for tracking, validating, and integrating emissions data across our operations. The improved product data quality enables clearer prioritization, better allocation of resources, and more informed investment decisions. Accurate data is not only a compliance requirement—it is a strategic asset that strengthens our ability to manage risks and unlock new opportunities.

As we move forward, sustainability remains an integral part of our business strategy. It enables stronger partnerships, improved efficiency, and long-term value creation.

I want to thank our employees and partners for their dedication and drive. Together, we are building a stronger, more resilient company prepared for the demands and opportunities of the transition ahead.

**Markku Moilanen,**  
President and CEO  
Ensto Group





# Business Strategy and Business Model

## Ensto's Strategy

Ensto is guided by the vision **Sustainable Solutions for Electricity Distribution**, recognizing the significant influence electricity has on green transition, society and individual lives.

We help our customers to build and improve their distribution networks and meet the surrounding challenges; global warming, growing urbanization, and extreme weather conditions.

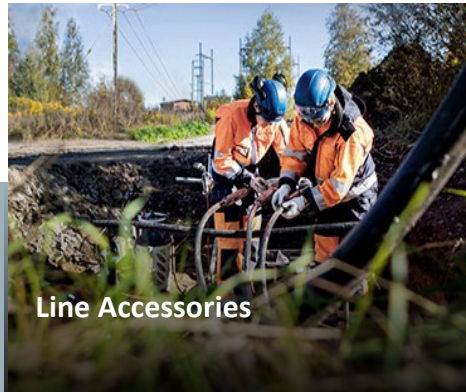
Increased electrification demands smarter and more resilient electrical infrastructures.

Our strategic agenda is centered on sustainable development, with a focus on delivering sustainable premium products designed to meet the needs of customers. We have three strategic priorities: fostering **growth**, ensuring **profitability**, and promoting continuous **renewal**.

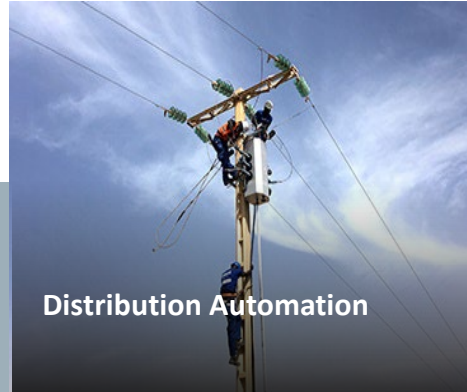
## Ensto's Business Model

**Ensto's business model is solely** business-to-business (B2B). In some market areas, business is conducted via wholesalers and distributors, with the biggest customers being **distribution system operators (DSOs)** and **industrial customers** in the electricity sector.

Our commitment to serve our customers better is reflected in our four business lines, each of which is based on a specific technology and expertise: **Line Accessories**, **Distribution Automation**, **Protection, Automation and Control**, and **Substations**.



Line Accessories



Distribution Automation



Protection, Automation and Control



Substations

## SUSTAINABLE SOLUTIONS

# We Help Customers to Meet the Surrounding Challenges

### By improving the **Critical Electrical Infrastructure**

To meet growing electricity demand, climate change, and cyber threats, electricity networks must be upgraded. Strengthening infrastructure with smart network technologies, which offer real-time monitoring, protection, and control, is critical.

### By shortening the **Power Outages**

Storms and severe weather cause a significant part of power outages. Investing in smart technologies can significantly reduce power outages and related damage and thus improve network quality.

### By enabling the **Green Transition**

As wind and solar farms grow in size and capacity, new demands arise for the equipment

used. Our solutions help customers meet these evolving energy needs by enhancing grid infrastructure and control systems.

### By mitigating the impact of **Extreme Weather Conditions**

Storms, floods, wildfires, and other climate-driven events threaten our energy systems. Solutions for electricity grid building and protection are designed not only to mitigate the impact of risks on everyday lives but also to promote biodiversity and environmental protection.

### By improving the **Electrical Safety**

Safety management in the various functions of the electricity distribution network requires a comprehensive approach that takes into account both technological and human aspects.



## CIRCULARITY

# Energy Center – Innovative Waste Heat Utilization in Finland

Ensto's Energy Center in Porvoo, Finland, represents a bold step toward smarter, more sustainable energy use. Realized in cooperation with **Porvoo Energia Oy** and **IOTOI**, the Energy Center introduces an innovative approach to harnessing industrial waste heat and turning it into a valuable local energy resource.

## Transforming Waste Heat Into Community Energy

At the heart of the project is a unique energy solution that cools Ensto's production facilities while simultaneously capturing the heat generated by the cooling process.

Instead of dissipating this heat, the Energy Center channels it into Porvoo Energia's district heating network, directly contributing to heating the city of Porvoo. This closed-loop model exemplifies modern, circular energy thinking –

reducing emissions, increasing efficiency, and delivering tangible community benefits.

The aim is to meet approximately **2-3%** of Porvoo's annual district heating demand. The energy center will be completed in 2026.

## Powering Circular Energy Through Smart Substation

A custom-designed Compact Secondary Substation (CSS), engineered specifically for the Energy Center and manufactured by **Ensto Maviko** in Vaasa, connects the system to the 20 kV medium-voltage network. This infrastructure enables seamless recovery and redistribution of energy, strengthening the flexibility and efficiency of the local district heating system.

Read more: [Energy Center](#)



## CIRCULARITY

# Effective Recycling of Cold Runner Materials

Ensto and the Eastern Uusimaa Activity Centre in Porvoo, Finland, have partnered to recycle and reuse materials from cold runners used in injection molding. This process is integrated into day activities for special groups, promoting sustainability and meaningful work.

### Materials Fully Recycled for New Connectors

Cold runners from 2K injection molded components are manually separated into polyamide and elastomer, enabling full reuse in electrical connectors, with elastomer granulate reused directly onsite and polyamide returned to Ensto for grinding and reuse.

### Meaningful Engagement for Special Groups

The Eastern Uusimaa Activity Centre involves adults with intellectual

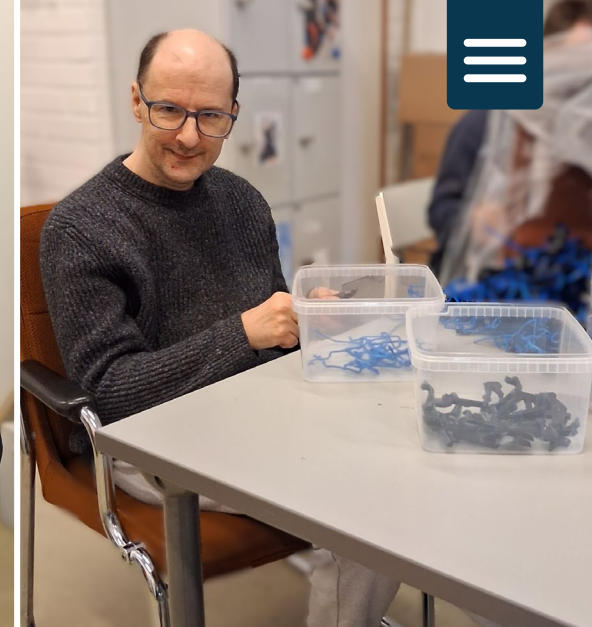
disabilities in the separation process as part of their day activities, providing safe, easy tasks that foster a sense of contribution to recycling efforts and connection to real work life.

### Economic and Environmental Benefits

The collaboration significantly reduces waste by reusing high-quality raw materials that would otherwise be discarded, aligning with Ensto's sustainability goals and generating cost savings through material reuse.

### Ongoing Sustainability Goals

While Ensto aims to eventually eliminate cold runners, current technology limits this, so the company continues to explore improvements in material reuse, with the initiative originating from its employees and hopes for continued cooperation with the activity centre.



## SAFETY AND WELLBEING

# Strengthening Our Zero-Accident Ambition in France

Ensto's zero-accident ambition guides continuous improvement across all operations. At our plant in Villefranche-sur-saône, France, several concrete actions have advanced both safety performance and everyday wellbeing. As a result, the Lost Time Frequency Rate decreased by 63% compared to the year 2024.

### Targeted Safety Enhancements

Mandatory **safety gloves** now protect employees from cutting injuries and hand-related hazards, following minor knife-handling incidents.

The installation of a **collaborative robot** (cobot) reduces repetitive strain and minimizes exposure to higher-risk tasks, while enabling employees to focus on safer, higher-value work.

Piloted **wearable support devices** help lower back and neck strain during heavy lifting, particularly for forklift drivers and material handlers.

New **vacuum-based lifting tools** further reduce manual handling of heavy products, supporting injury prevention and safer material flow.

### Embedding Safety into Daily Routines

Weekly **safety walks** keep potential risks visible and reinforce safe behaviors on the factory floor.

Expanded **first aid training** and weekly **yoga** sessions boost preparedness, awareness, and physical wellbeing across the sites.

Together, these initiatives demonstrate a mature and comprehensive approach—combining protection, automation, ergonomics, wellbeing, and leadership engagement—while offering valuable learnings for Ensto's global operations.



# Equipping Employees to Recognize and Respond to Domestic Violence

## Ensto's Role in Addressing a Societal Challenge

Ensto Estonia strengthened its social responsibility efforts by joining the President Kaljulaid's Foundation initiative "Towards a Violence-Free Future."

Domestic violence remains a significant challenge in Estonia, affecting a substantial share of the population and often remaining hidden in everyday life.

Many individuals experiencing abuse continue to participate in working life, making the workplace an important environment for early recognition, support, and guidance.

Through this collaboration, Ensto takes an active role in addressing domestic violence as a workplace-relevant issue and equipping employees to support colleagues affected by abuse.

## Building Employee Capability and Awareness

All Ensto Estonia employees have completed training focused on understanding domestic violence, identifying potential warning signs, and recognizing its impact on wellbeing and work performance.

The training also provides guidance on how to respond appropriately and direct individuals to available support resources.

## Supporting a Safe and Inclusive Workplace

By equipping its employees with these capabilities, Ensto reinforces its commitment to providing a safe, informed, and supportive work environment, strengthening psychological safety and inclusion.

The initiative also reflects Ensto's broader approach to social sustainability and respect for Human Rights. It extends the company's responsibility beyond the workplace to contribute to positive societal change.



## STAKEHOLDER ENGAGEMENT

# Building Connections and Cultural Understanding in India

### Family Ownership and Stakeholder Engagement

As a family-owned company, Ensto's owners play a vital role in shaping the company's vision, long-term strategy, and sustainability journey. During their visit to India, the second- and third-generation owners accompanied by the CEO, engaged directly with local employees and operations.

The visit included a factory tour and discussions with the team to understand local challenges and opportunities. These interactions highlight Ensto's hands-on stewardship and proactive approach to engaging key stakeholders.

### Connecting Through Culture

A highlight of the visit was participation in Holi, one of India's oldest and most vibrant family festivals.

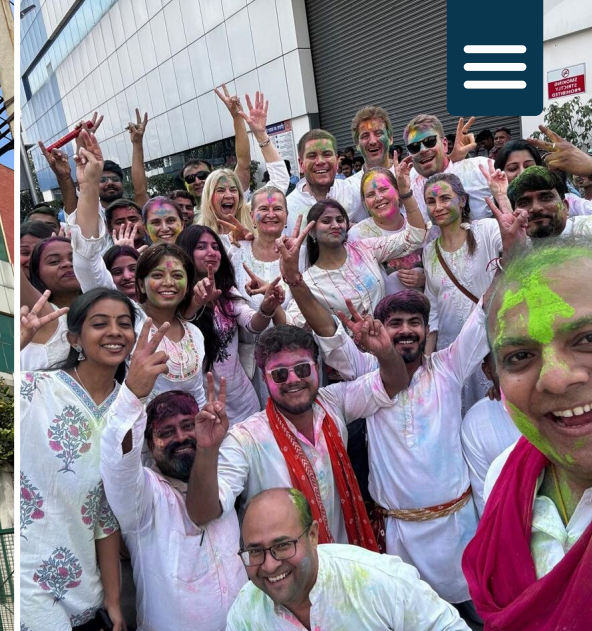
For employees, Holi is a key moment of community and celebration, and the owners' involvement created a meaningful opportunity to connect personally with the team.

Experiencing the festival firsthand allowed them to appreciate local traditions, strengthen trust, and foster a shared sense of purpose with employees.

### Strengthening Long-Term Collaboration

By combining operational insight with cultural immersion, the visit supported alignment across global operations and contributed to Ensto's long-term sustainability objectives.

It demonstrates how family leadership can promote responsible business practices, employee engagement, and a committed, aligned workforce.



## DIVERSITY, EQUITY, INCLUSION

# Fostering Inclusion and Belonging Across Our Operations

We strengthen an inclusive workplace by building awareness, promoting respectful behavior, and creating opportunities for employees to connect across teams and locations.

During the year, both global and local initiatives supported these efforts and enhanced employee engagement.

### Building Awareness and Capability

We continued to develop our approach to diversity, equity, and inclusion through training and guidance. Mandatory DEI training for leaders and introductory training for employees support a shared understanding of inclusive behaviors and responsibilities.

Local initiatives, such as annual POSH (Prevention of Sexual Harassment) training in India for all employees, address region-specific needs and reinforce respectful workplace practices.

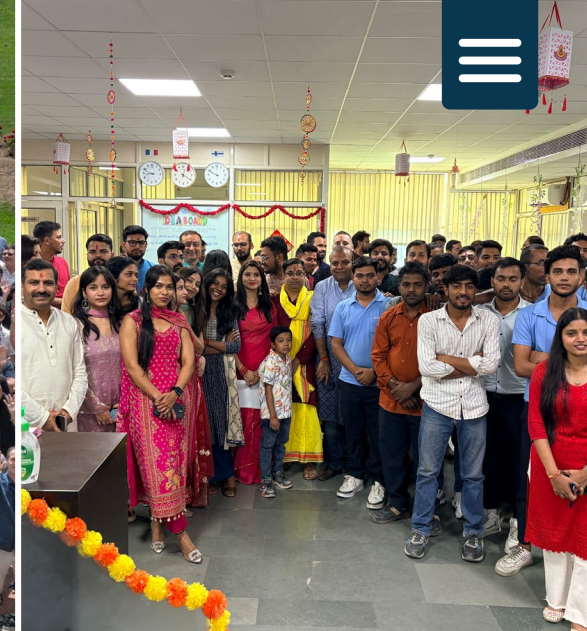
### Strengthening Connections

Shared experiences play an important role in fostering inclusion and a sense of belonging. During the year, activities brought employees together across functions and countries, including the 100th anniversary celebration of Ensto Novexia in France, cultural celebrations in India, Diversity Day in Estonia, and the opening of new premises in the Czech Republic.

In Finland, office arrangements were redesigned to support collaboration and daily interaction. In addition, initiatives such as Pride celebrations and management site visits created opportunities for dialogue and connection across the organization.

### Supporting an Inclusive Culture

By combining awareness-building initiatives with opportunities for connection, Ensto works to create an environment where employees feel respected, informed, and able to contribute. These efforts support employee engagement and reinforce the company's broader commitment to diversity, equity, and inclusion.





# 2 Strategy



# Sustainability Strategy

## Enabling a Sustainable Society

At the heart of Ensto's business are sustainable solutions for electricity distribution. What we do enables a more sustainable and resilient society.

Our solutions support clean energy distribution, reliable power infrastructure, and the transition to a low-carbon economy, helping communities and industries meet the challenges of today and the needs of tomorrow.

Our sustainability strategy is built on three core pillars that guide how we manage environmental impacts, support our people, and ensure responsible business practices.

## Climate Action & Circularity

We work to manage environmental impacts across our operations, products, and the value chain, supporting the transition toward a lower-carbon energy system.

**Focus areas:** reducing greenhouse gas emissions, improving energy and resource efficiency, and applying circular economy principles throughout the product lifecycle.

## Safe & Inclusive Workplace

We work to provide a safe, inclusive, and engaging workplace while promoting human and ethical labor practices across our operations and the value chain.

**Focus areas:** occupational health and safety, employee well-being, and diversity, equity, and inclusion.

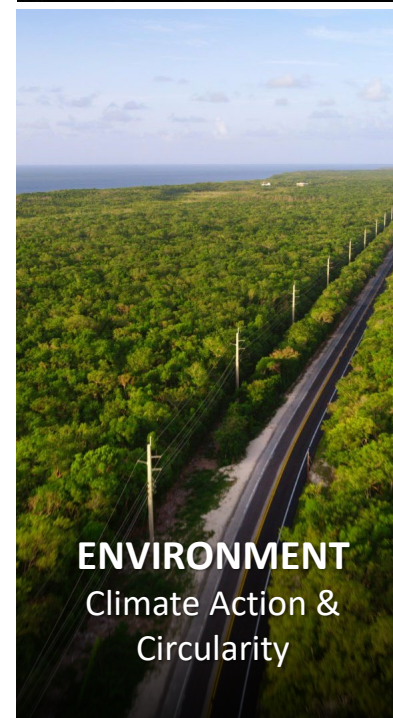
## Business Ethics & Compliance

We work to ensure integrity, transparency, and accountability across all operations.

**Focus areas:** business ethics, compliance, and responsible sourcing.



**SUSTAINABLE SOLUTIONS**  
For Electricity Distribution



**ENVIRONMENT**  
Climate Action &  
Circularity












**SOCIAL**  
Safe & Inclusive  
Workplace



**GOVERNANCE**  
Business Ethics &  
Compliance



# Our Key Sustainability Commitments Results 2025

		Baseline 2021	Result 2025	Target
<b>Climate &amp; Circularity</b>    	75% reduction of scope 1 & 2 CO2 emissions by 2025	100%	20%* "80% reduction"	25% "75% reduction"
	100% renewable electricity by 2030	12%	96%*	100%
<b>Safe &amp; Inclusive Workplace</b>  	Zero accidents	23	9**	0
	> 72 in employee engagement index by 2025	76	72	> 72
<b>Business Ethics &amp; Compliance</b>   	100% of our main suppliers have committed to our Supplier Code of Conduct by 2025	0%	98%***	100%
	100% of employees completed e-learning on Employee Code of Conduct	0%	76%	100%

\*Result 2025 Ensto Group excluding Ensto Protrol and Ensto Maviko

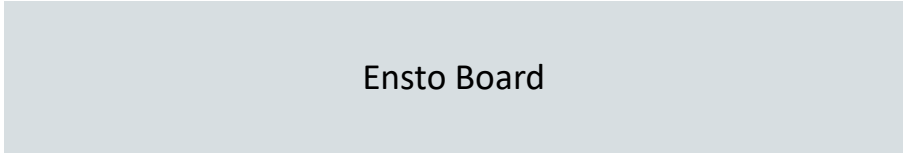
\*\*Result 2025 Ensto Manufacturing Locations in Finland, Estonia, Ireland, India and France.

\*\*\* Result 2025 Ensto Group excluding Ensto Protrol, Arcteq Relays and Ensto Maviko

# Sustainability Governance Model

**Ensto Board**

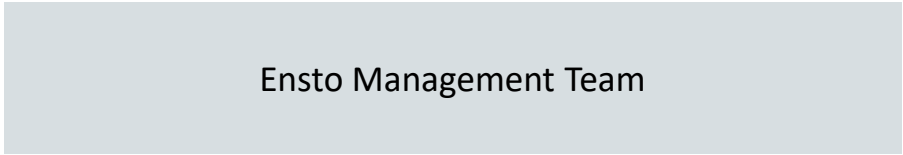
- The overall responsibility of the Sustainability Strategy
- The overall accountability for the sustainability risks and opportunities
- Reviews and approves the Ensto Policies



Ensto Board

**Ensto Management Team**

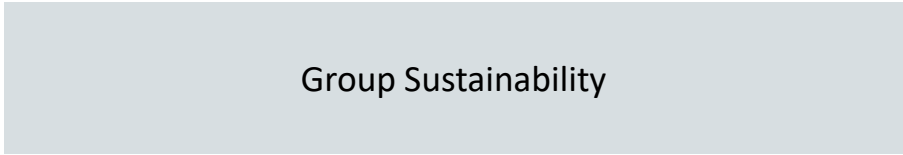
- Embeds sustainability into the company’s business strategy
- Oversees implementation of the Sustainability Program
- Reviews status of development actions
- Monitors progress toward targets



Ensto Management Team

**The Group Sustainability**

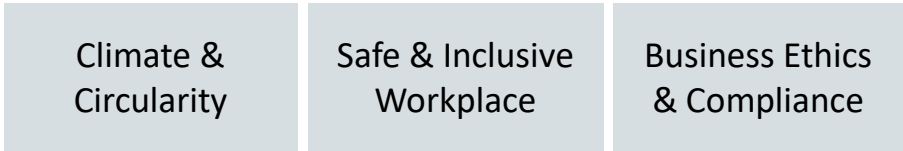
- The owner of the Sustainability Program and reporting
- Determines and drives Ensto’s Sustainability Program in co-operation with the sustainability stream owners



Group Sustainability

**Sustainability Streams**

- Cross-functional subject owners and workgroups focused on key sustainability areas
- Offer data-driven insights for corporate and operational sustainability strategies



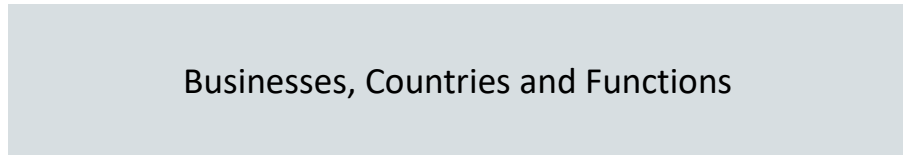
Climate & Circularity

Safe & Inclusive Workplace

Business Ethics & Compliance

**Businesses, Countries and Functions**

- Adapts the global Sustainability Strategy and Policies



Businesses, Countries and Functions



# Stakeholder Engagement

Stakeholder group	Engagement methods
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Employee engagement surveys and workshops</li> <li>• Employee performance &amp; development discussions</li> <li>• Learning and development opportunities</li> <li>• Collaboration through employee representatives and Ensto's global networks</li> <li>• Active communication and dialogue through various channels and events</li> <li>• Participation in HSE Walk &amp; Talks, registration of HSE observations</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>• Customer relationship management through meetings, customer support, trainings, fairs, customer visits and audits</li> <li>• Engaging customers in product development and product change processes</li> <li>• Communication through various channels and means</li> </ul>
<b>Suppliers</b>	<ul style="list-style-type: none"> <li>• Supplier approval and qualification process</li> <li>• Early engagement during new product development</li> <li>• Fair and transparent tender processes</li> <li>• Supplier relationship management actions such as regular meetings, visits, events and trainings</li> <li>• Supplier performance evaluation and risk monitoring, supplier audits</li> </ul>
<b>Owners</b>	<ul style="list-style-type: none"> <li>• Ensto Invest Board and Ensto Board meetings</li> <li>• Financial and sustainability performance reporting</li> <li>• One-on-one meetings with executive management</li> <li>• Site visits</li> </ul>
<b>Regulators and industrial associations</b>	<ul style="list-style-type: none"> <li>• Memberships in industrial associations</li> <li>• Dialogue with regulators</li> <li>• Participating in working groups</li> <li>• Inspections by authorities</li> </ul>
<b>Local communities, civil society</b>	<ul style="list-style-type: none"> <li>• Collaboration with universities and schools, traineeships and thesis opportunities</li> <li>• Community programs and events</li> <li>• Sponsoring, scholarships, and donations</li> </ul>



An aerial photograph showing a long, straight asphalt road with yellow and white lane markings, stretching from the foreground into the distance. The road is flanked by dense, lush green tropical forest. In the far distance, the road meets a flat horizon line where the ocean is visible under a blue sky with scattered white clouds. The overall scene is bright and clear, suggesting a sunny day.

# 3 Environment

# Climate Action and Circularity

## Climate Change Mitigation

Ensto supports the transition to a low-carbon society by reducing emissions across its own operations and throughout its value chain, while enabling energy efficiency in electricity distribution.

In 2025, we continued to advance our climate actions with an increased focus on value chain emissions.

## Decarbonizing Operations and Energy Use

Following the achievement of our previous Scope 1 and 2 targets ahead of schedule, our focus has shifted to further reducing operational emissions and transforming energy use.

Our key priorities include progressing towards 100% renewable energy across all operations, expanding renewable energy use beyond electricity and phasing out natural gas as a heating fuel.

## Addressing Value Chain Emissions

Scope 3 emissions, primarily from purchased goods, materials, and transportation, represent over 90% of our total carbon footprint, making supplier engagement and material choices central to our approach.

Efforts focus on improving emissions data coverage and quality, integrating sustainability criteria into sourcing processes, and engaging suppliers in emissions reduction and energy transition.

This approach ensures that climate actions extend beyond own operations and contribute to broader system-level decarbonization.

## Circular Economy and Resource Efficiency

Circular economy principles guide Ensto's approach to products, operations, and the supply chain, with the aim of reducing resource use, minimizing waste, and improving product lifecycle management.

Efforts focus on production scrap reduction, sustainable material sourcing, strengthening data management, and exploring opportunities for material reuse and recycling.

Collaboration with suppliers and ongoing material and product innovation support the continuous development of more resource-efficient and sustainable solutions.

## Our Actions 2025:

- Renewed the Code of Conduct for Business Partners to reinforce expectations on sustainability and responsible sourcing across our value chain.
- Established a supplier sustainability rating system to better understand supplier practices and identify opportunities for engagement on resource efficiency and emissions.
- Strengthened data management for material and emissions tracking, enabling more informed decisions on material sourcing and product lifecycle.
- Maintained recycling performance across operations, ensuring waste generation does not grow with business expansion.

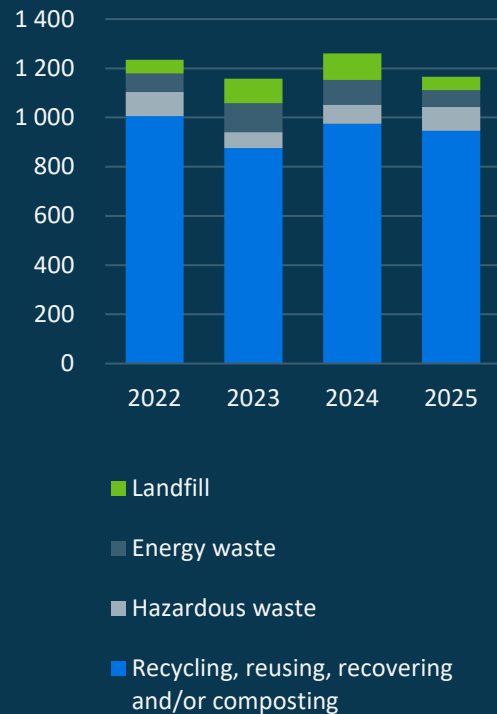


Sculpture "Frozen Peace" by Timo Koivisto, Quality Manager at Ensto, awarded Finnish Ice Sculpting Championship 2025

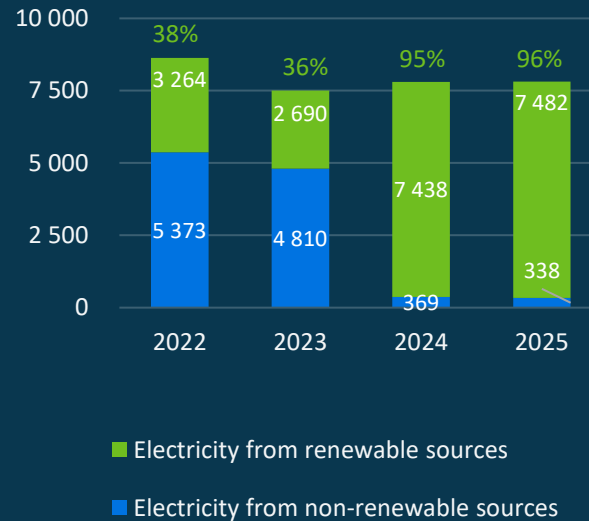


# Climate Action and Circularity

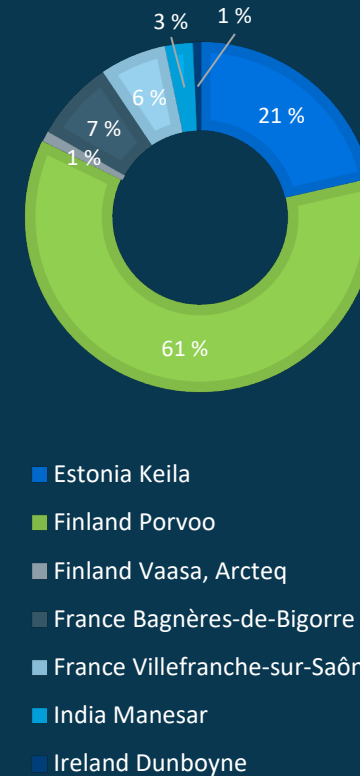
Waste management in Ensto's manufacturing plants, tonnes



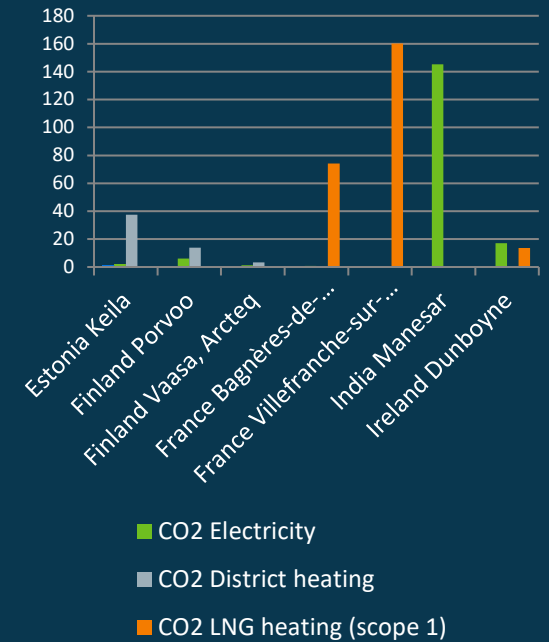
Electricity consumption, MWh



2025, Electricity consumption (MWh, sites)



CO2 emissions break-down 2025, tCO2e



# Emission Performance

## Emissions & Performance in Scope 1-2

Total Scope 1–2 emissions decreased by 97 tons of CO<sub>2</sub> (14%), mainly due to reduced consumption in heating and electricity. In previous years, significant reductions were achieved, and in 2025 emissions intensity remained well managed despite business growth. Scope 1–2 emissions per M€ turnover improved to 3.2 tCO<sub>2</sub>e/M€, down from 3.8 tCO<sub>2</sub>e/M€.

## Performance in Scope 3

In 2025, Scope 3 calculations were expanded to cover additional categories and sites. To ensure consistent and complete coverage, a higher share of emissions was calculated using spend-based methods compared to the previous year. As a result, year-on-year comparability is affected, but overall emissions coverage has improved.

While less precise, spend-based approaches enable more complete and consistent coverage across the value chain. Improving data quality remains a priority, with ongoing efforts to increase the share of activity-based and supplier-specific data, particularly in high-impact categories such as metals and plastics.

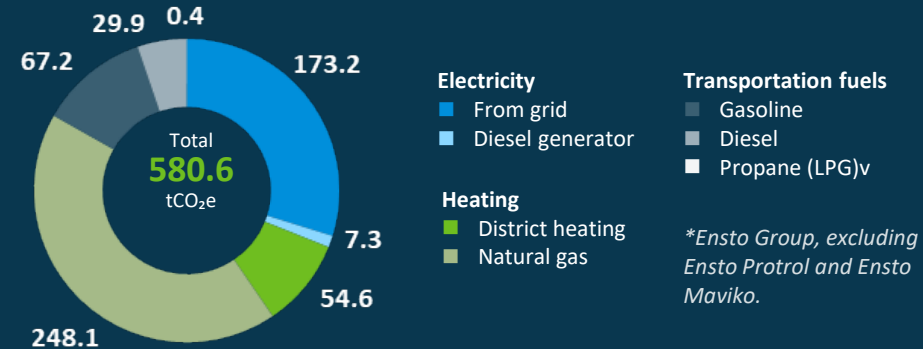
## 2025 Results:

Scope 3 emissions intensity was 478 tCO<sub>2</sub>e per M€ of turnover. Based on the current analysis, majority of emissions are concentrated in purchased goods and services, especially in material-intensive categories. To address these hotspots, a more structured supplier engagement approach has been initiated, focusing on:

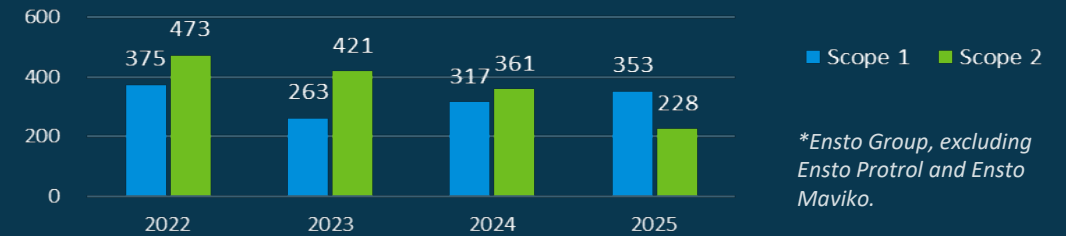
- increasing the availability and quality of supplier-specific emissions data
- strengthening collaboration with key suppliers
- supporting the development of supplier-level emissions reduction targets

While emissions are accounted for across relevant categories, improvement actions are prioritized based on emission significance. This enables targeted use of resources and supports more effective emissions reduction in the value chain.

CO2 emissions break-down 2025, tCO<sub>2</sub>e



Scope 1 & 2 emissions, tCO<sub>2</sub>e



Material inflows and related emissions from value chains

Manufacturing locations	2024			2025		
	Material kilo ton	CO <sub>2</sub> e emissions, kilo ton	Emission distribution	Material kilo ton	CO <sub>2</sub> e emissions, kilo ton	Emission distribution
Distribution Automation: France, Villefranche-sur-Saône and Bagnères de Bigorre	3.1	18.0	48%	3.1	18.0	35%
Line Accessories: Finland, Porvoo and Estonia, Keila	3.5	35.0	44%	2.5	25.0	48%
Line Accessories: India, Manesar	0.6	5.9	8%	0.9	8.9	17%

# Climate Action and Circularity

## Our Targets

### 100% renewable

electricity by 2030.

### Scope 1-2 emission intensity -10%

Annual reduction from tons CO<sub>2</sub>/M€ turnover until renewable energy in use

### Scope 3 reduction

Set and achieve reliable, validated, and ambitious reduction targets.

## Where We Are

### Achieved 96%

renewable energy sourcing through Guarantees of Origin.

### -16 % reduction

in Scope 1-2 emission intensity compared to 2024.

### Improved

Scope 3 upstream coverage by expanding category and site-level inclusion in our spend-based calculations. In addition, we established a structured product data management architecture.

## Our Next Steps

### Launching

renewed Code of Conduct and enhancing Supplier sustainability rating system.

### Initiating

improvement actions in collaboration with suppliers based on sustainability rating results.

### Continuing

to improve upstream emissions data maturity by increasing the share of activity-based and supplier-specific data, with a focus on high-impact purchasing categories such as metals and plastics.





# 4 Social





## OWN WORKFORCE

# Health and Safety

### Proactive Approach

Our approach to health and safety is proactive, focusing on identifying potential risks, implementing preventive measures, and embedding safety into daily decisions and actions.

### Investing in Health & Safety

We provide employees with appropriate personal protective equipment (PPE) and train them to respond effectively in emergencies through clear response plans and regular safety drills.

Beyond safety, we provide physical and mental health support alongside well-being initiatives such as ergonomic workspaces, wellness programs, and access to healthcare resources.

### Engaging Employees

We encourage our employees to actively contribute to identifying potential hazards, reporting health and safety observations, and collaboratively planning and implementing corrective actions.

Leaders and employee representatives regularly engage with teams through HSE Walk & Talks fostering open discussions about challenges and solutions.

Local safety committees, employee engagement surveys, digital HSE observation tools, events, and safety awards further strengthen participation and accountability.

### Continuous Improvement

We continuously enhance our health and safety practices by analyzing incidents, near-misses, safety observations, risk assessments, employee feedback, and audit findings.

Insights from these sources are used to identify root causes, implement corrective and preventive actions, and share learnings across sites.

This structured approach ensures improvement actions are clearly defined and implemented, strengthening safety culture at all levels of the organization.

### Our Actions 2025

- Strengthened our health and safety framework through the renewal of the QHSE Policy and Code of Conduct.
- Established comprehensive learning programs on the renewed policies.
- Continued to engage employees through HSE Walk & Talks, local safety committees, and reporting of safety observations.
- Strengthened cross-site learning by systematically sharing safety incidents, root causes, and corrective actions.
- Ensured more effective use of employee engagement results through structured action planning and consistent follow-up.
- Maintained and expanded OHSE management systems, including achieving ISO 45001 certification at the Keila site.
- Promoted employee safety and well-being through local initiatives, including safety campaigns, physical activities, training, PPE provision, and chemical safety practices.

# Health and Safety

## Our Targets

### Strive

for a Zero Accident Workplace

### Increase

the number of health and safety observations

### ISO 45001

certification for all manufacturing sites by 2030

## Where We Are

4/8

of our manufacturing sites achieved a Zero Accident Workplace in 2025.

~ 160

less health and safety observations than 2024.

3/8

manufacturing sites are ISO 45001 certified.

## Our Next Steps

### Strengthening

our safety culture across the organization by the rollout of the renewed QHSE Policy and comprehensive training programs.

### Continuing

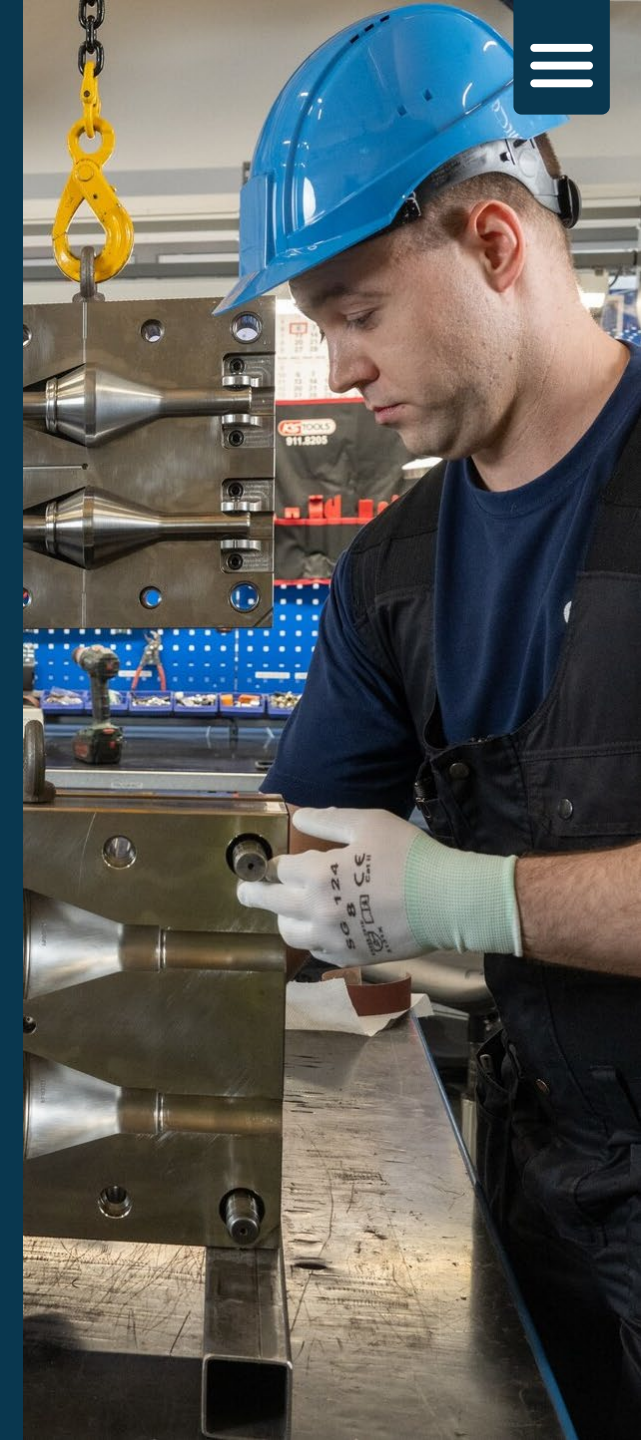
to expand certified occupational health and safety management systems across manufacturing locations.

### Promoting

employee well-being through team-level initiatives and ongoing support for mental and physical health.

### Improving

tracking and reporting of health and safety across locations.





## OWN WORKFORCE

# Diversity, Equity and Inclusion

### Leaders Having a Special Role

Leaders at Ensto play a crucial role in shaping an inclusive work environment by addressing concerns proactively and ensuring that every employee feels valued. To support this, they undergo *DEI Fundamentals for Leaders* e-learning.

### Promoting Fairness and Equality

We are actively working to eliminate the gender pay gap through systematic salary assessments and adjustments aligned with a global job framework, ensuring equitable pay across all roles, genders, and locations.

To promote fairness and diversity in recruitment, we have implemented an anonymous hiring process, reducing unconscious bias by focusing solely on qualifications, experience, and competencies.

### Supporting Employee Growth

To support employee growth, we provide biannual iGROW discussions, where employees and managers review past achievements, set new goals, and explore opportunities for professional and personal development.

We provide a DEI e-learning program for all employees to increase employee awareness and understanding of DEI principles.

We collaborate with external partners to provide training courses that enhance leadership capabilities, foster a growth mindset, and support English language development.

### Supporting Work-life Balance

Recognizing the importance of work-life balance and flexibility, we offer hybrid and flexible work arrangements, ensuring employees can thrive in a way that best suits their roles and responsibilities.

### Our Actions 2025

- Leaders completed iGROW and Talent Management trainings and workshops to support meaningful development discussions, promote fair career opportunities, and foster inclusive leadership behaviors.
- Ensto India delivered POSH (Prevention of Sexual Harassment) training, reinforcing respectful workplace behaviors.
- Ensto Estonia joined the “Towards a Violence-Free Future” initiative, equipping employees to recognize and respond to domestic violence.
- Local initiatives and shared experiences strengthened connection and engagement, including Diversity Day in Estonia, cultural celebrations in India, the 100th anniversary celebration of Ensto Novexia in France, Pride events, and sports tournaments across sites.



# Diversity, Equity and Inclusion

## Our Targets

### Improve

employee well-being and engagement – engagement index > 72

### Equal pay

for all genders

### 100%

of employees participate in iGROW

## Where We Are

72

Employee Engagement Index, improved one point compared to previous year.

1%

remaining pay gap in between male and female genders. Male's salary position 101% and female's 102% against Ensto's salary table.

92%

completion rate in iGROW

## Our Next Steps

### Continuing

embedding DEI into everyday work practices by supporting inclusive behaviors, communication, and collaboration across the Group.

### Strengthening

awareness and capabilities through targeted training and guidance, supporting both employees and leaders in fostering an inclusive work environment.

### Promoting

engagement and a sense of belonging by continuing to support local initiatives and cross-location interaction.

### Further developing

fair and consistent people processes related to recruitment and career development.

### Enhancing

consistency and follow-up of DEI actions through internal communication and by sharing best practices.





## VALUE CHAIN

# Human and Labor Rights

### Our Commitment and Governance

We do not tolerate forced labor, child labor, or unsafe working conditions within our operations or across our value chain.

This commitment is embedded in our Codes of Conduct, which set clear expectations for employees and business partners.

Human rights are an integral part of our policies, management systems, and day-to-day operations.

### Human Rights Due Diligence

We follow a risk-based approach to human rights due diligence, building on the UN Global Compact Business & Human Rights Accelerator.

Our approach includes human rights impact assessments, identifying high-risk regions and suppliers, and integrating human rights into supplier onboarding and evaluation.

Human rights risks are addressed both internally and in our value chain. Within our operations, this covers working conditions, health and safety, fair treatment, and non-discrimination.

In the value chain, risks are managed through supplier selection, sustainability audits, and ongoing monitoring of supplier performance and corrective actions.

### Stakeholder engagement and accountability

We actively engage with employees, their representatives, suppliers, and other stakeholders to identify and address human rights risks and concerns. Employees can raise concerns through leas, HR, employee representatives, and other internal channels, enabling early resolution of issues.

In addition, a confidential whistleblowing channel is available to employees and external stakeholders for anonymous reporting.

Supplier audits and site visits are used to monitor compliance and support continuous improvement through dialogue, capacity building and corrective actions.

### Our Actions 2025:

- Renewed Our Codes of Conduct, integrating human rights requirements and whistleblowing information for greater clarity and accessibility.
- Established internal e-learning on the Employee Code of Conduct, covering human rights topics.
- Continued sustainability audits, including follow-up on corrective actions, addressing working conditions, labor practices, and compliance with our Supplier Code of Conduct.
- Established a supplier sustainability rating system covering environmental, social, and governance (ESG) aspects, with integrated human rights criteria for systematic evaluation and monitoring.



# Human and Labor Rights

## Our Targets

**100%**

of high-risk suppliers audited for human rights compliance by 2027

**100%**

of new suppliers screened for human and labor rights risks

**100%**

of key suppliers assessed on human and labor rights performance

## Where We Are

**100%**

of our supplier base in India and China have been audited for human rights compliance during 2022-2025.

**100%**

of our new suppliers have been screened during new supplier qualification and approval process during 2022-2025.

**77%**

of key suppliers assessed on human and labor rights performance. The average performance was 8.0 on the scale 0-10.

## Our Next Steps

### Strengthening

supplier understanding and capabilities on human and labor rights through targeted training, visits, and audits.

### Continuing

tracking key internal human rights indicators including incidents, grievances and audit outcomes for more systematic reporting.

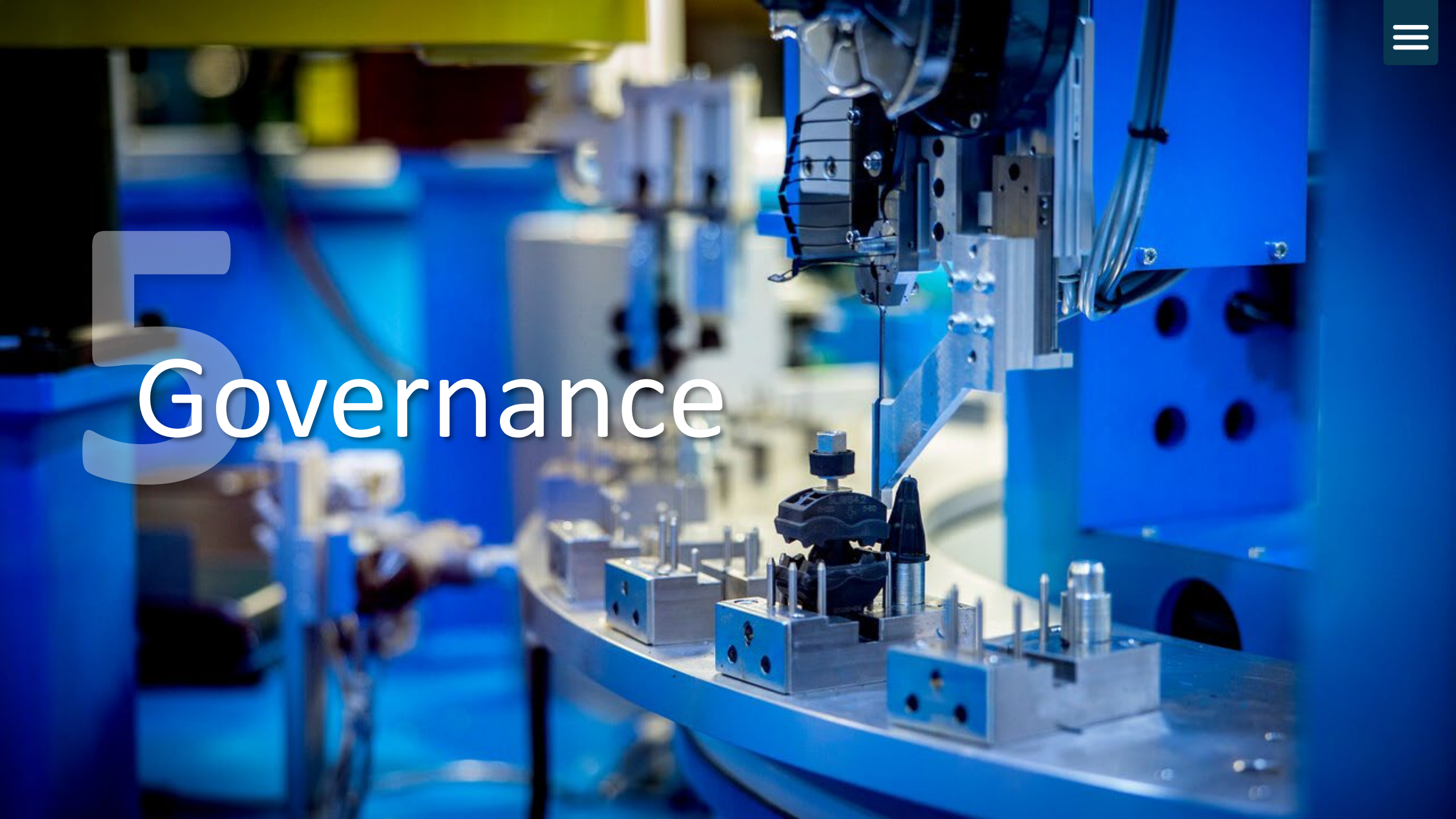
### Applying

our Supplier Sustainability Rating System to monitor human and labor rights performance and guide corrective actions with suppliers.





# 5 Governance



# Business Ethics and Compliance

At Ensto, we are committed to conducting business with integrity, transparency, and strict compliance with all applicable laws and regulations wherever we operate.

## Codes of Conduct

A key component of our ethical framework is the Ensto Code of Conduct for employees. This Code empowers us to make the right choices every day, fostering trust, respect, and accountability across our organization and with our stakeholders. Our Supplier Code of Conduct sets equivalent expectations for business partners.

In cases where local laws, regulations, customs, or norms differ from our Code of Conduct, we adhere to the highest ethical and legal standards to promote social and environmental responsibility, and good corporate governance.

## Anti-Corruption and Anti-Bribery

As part of our dedication to ethical business conduct, Ensto has a strict Anti-Corruption and Anti-Bribery Policy.

We reject all forms of corruption and bribery and actively work to prevent unethical practices. Risk assessments have been conducted across employee groups and regions where exposure may occur.

## Certified Management Systems

We have eight manufacturing plants located in Finland, Estonia, France, Ireland, and India. Most of our manufacturing locations are certified according to both ISO 9001 and ISO 14001 standards.

Two of our manufacturing locations in Finland and our manufacturing site in Estonia are also certified according to ISO 45001. In addition, our two manufacturing locations in France are certified according to ISO 27001.

These management systems support a structured approach to managing quality, environmental impacts, occupational health and safety, and information security, while driving continuous improvement across our operations.

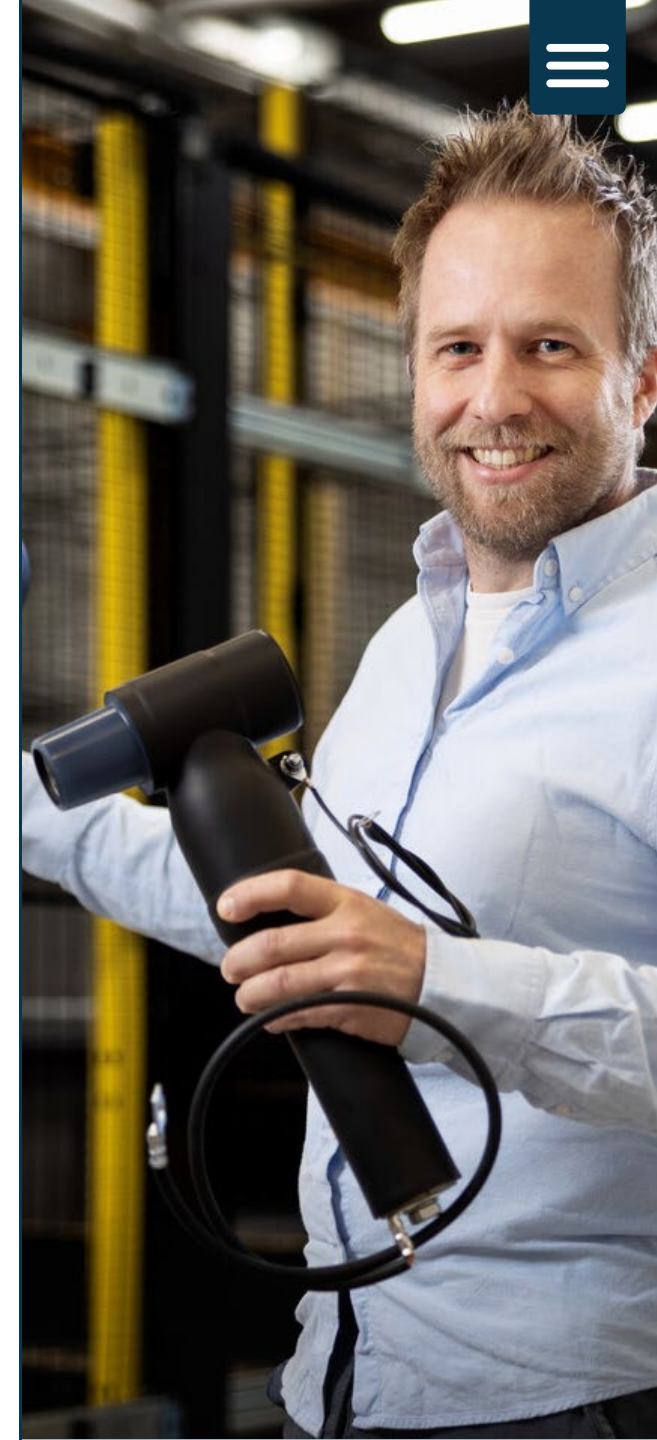
## Whistleblowing Channel

Our SpeakUp channel enables employees, suppliers, and other stakeholders to report suspected misconduct, illegal or unethical behavior, or violations of the Ensto Policies.

All the reports are handled with strict confidentiality. Ensto has a zero-tolerance policy for any form of retaliation against whistleblowers.

## Our Actions 2025

- Renewed our Code of Conduct for Employees, Code of Conduct for Business Partners and QHSE Policy.
- Established comprehensive e-learning programs for employees on Code of Conduct and QHSE.
- Successfully completed ISO 45001 certification process in Keila, Estonia.





# Supplier Relationships and Engagement

## Supplier Categorization

Our approach to supplier management is built on strong, long-term partnerships with suppliers who share our values and uphold high standards of business, people, and environmental conduct.

Our procurement strategy is category-based, with designated leaders overseeing each category to ensure efficiency and alignment with our sourcing principles. In addition, our suppliers are categorized based on the lifecycle, risks and spend.

## Supplier Qualification

Suppliers are selected based on quality, cost-efficiency, sustainability, and innovation. The qualification and approval process ensures that all suppliers meet the requirements.

To help our suppliers integrate these standards into their operations, we provide ongoing support and guidance through various engagement and performance evaluation measures.

## Supplier Code of Conduct

Our Supplier Code of Conduct outlines the sustainability, ethics, and compliance expectations we have for our suppliers. All our key suppliers are expected to approve and commit to our Supplier Code of Conduct.

## Sustainability Rating

The Supplier Sustainability Rating System is being implemented to complement the already implemented processes. The system provides a structured, risk-based framework to evaluate ESG performance.

The system enables prioritization of high-risk and strategically important suppliers, supports corrective action follow-up, and strengthens transparency and continuous improvement across the supply chain.

## Supplier Audits

Supplier audits, conducted by trained internal auditors, focus on quality, environmental management and human and labor rights.

Corrective actions are discussed and agreed with suppliers and verified, when needed, by follow up audits.

## Our Actions 2025

- Renewed Code of Conduct including human rights, due diligence and whistleblowing sections.
- Established Supplier Sustainability (ESG) rating system with the communication materials.
- Piloted the Supplier Sustainability rating system with 50 key suppliers.
- Continued engaging with suppliers for environmental data collection.
- 21 supplier audits conducted



# Business Conduct

## Our Targets

## Where We Are

**100%**

of our key suppliers have committed to Supplier Code of Conduct

**98%**

completion rate in 2025

**100%**

of our employees have completed Ensto Code of Conduct e-learning

**76%**

completion rate in 2025

**100%**

of target group completed Anti-Corruption and Anti-Bribery e-learning

**73%**

completion rate in 2025

**All**

our manufacturing sites ISO 14001 certified by 2025

**6/8**

of our manufacturing sites certified.

**All**

our manufacturing locations ISO 45001 certified by 2030

**3/8**

of our manufacturing sites certified.

## Our Next Steps

### Publishing

our renewed policies: Ensto Code of Conduct for Employees, Ensto Code of Conduct for Business Partners and Ensto QHSE Policy.

### Launching

training programs on renewed policies to ensure awareness and commitment.

### Launching

the Supplier Sustainability Rating System as a structured ESG framework for evaluating and engaging strategically important suppliers.

### Continuing

engagement with suppliers on business ethics, ESG performance, and operational matters, including reporting, collaborative training, and performance evaluations.





# 6 Data



# Sustainability Data

	2022	2023	2024	2025
<b>Scope 1 &amp; 2 emissions, ton CO<sub>2</sub>e*</b>	848	689	679	581
Performance in Scope 1 & 2, ton CO <sub>2</sub> e/ M € turnover	5.1	3.8	3.8	3.2
Scope 1-2 reduction from previous year	-68%	-25%	0%	-16%
<b>Scope 3, emissions, ton CO<sub>2</sub>e, categories</b>				96,101
1. Purchased Goods & Services, ton CO <sub>2</sub> e (Spend-Based)				90,647
2. Capital Goods & Services, ton CO <sub>2</sub> e (Spend-Based)				3,009
3. Fuel & Energy Related Activities, ton CO <sub>2</sub> e (Activity-Based)				692
4. Transportation & Distribution, ton CO <sub>2</sub> e				1,541
6. Business Travel, ton CO <sub>2</sub> e				212
Scope 3 Performance, ton CO <sub>2</sub> e, per EUR 1 million of turnover				478
<b>Purchased energy, MWh</b>	14,575	12,729	12,466	12,760
Electricity	8,745	7,611	7,806	7,820
Heating	3,893	3,798	3,416	3,437
Fuels	1,937	1,320	1,244	1,503
total energy, MWh per EUR 1 million of turnover	87	70	65	63
<b>Waste produced, tons</b>	1,240	1,172	1,253	1,152
Recovery rate	82%	76%	78%	81%

\*Scope 1-2 data: excluding Ensto Protrol and Ensto Maviko



## Scopes of greenhouse gas emissions



### Scope 1

Fuel for heating, fuel for generator to produce electricity, fuel for company owned cars



### Scope 2

Electricity, district heating



### Scope 3

Upstream emissions from purchased goods and services, capital goods, fuel- and energy-related activities, transportation and distribution, and business travel.

# Sustainability Data

## Ensto approach GHG (Greenhouse Gas) Emissions Accounting

Ensto has a consolidated reporting dashboard for Scope 1 and 2 emissions, as well as waste flows and water consumption. Scope 1 covers direct emissions, including impacts from fuel and energy-related activities, with well-to-tank emissions (Scope 3, Category 3) is incorporated into fuel consumption impacts.

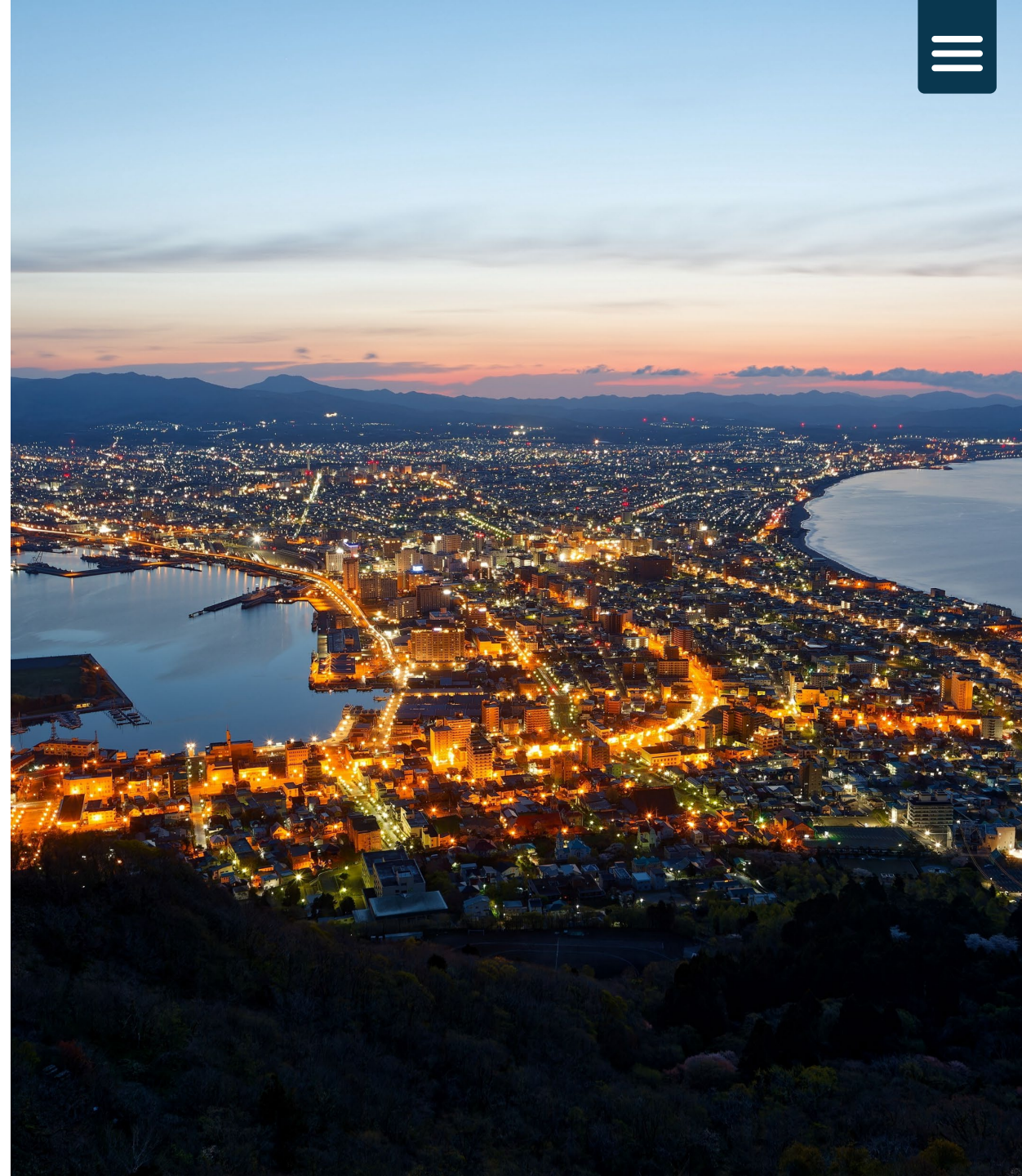
Scope 2 accounts for indirect emissions from purchased electricity and heating and is reported using both market-based and location-based approaches. Well-to-tank emissions related to purchased electricity and heat are reported separately under Scope 3, Category 3.

All data used for Scopes 1 and 2 reporting are collected through the centralized dashboard, while Scope 3 calculations are supported by additional datasets and calculation models.

In 2024, Ensto conducted Scope 3 Category 1 emissions calculations using an activity-based approach with category-specific emission factors. This assessment covered Ensto companies excluding Ensto Protrol, Ensto Maviko, and Arcteq Relays.

In 2025, Ensto expanded and refined Scope 3 data collection and calculation methods on a category-by-category basis. Categories 2 and 3 were included in the reporting scope, with Category 2 calculated using a spend-based approach and Category 3 calculated using an activity-based approach. Categories 4 and 6 were reported primarily using data provided directly by relevant service providers. In addition, in 2025 all Ensto companies were covered under Category 1, mainly using a spend based approach.

With the completion of an expanded Scope 3 emissions baseline in 2025, a focused data management plan is being developed to systematically improve data quality, consistency, and maturity across the value chain.



# Sustainability Data

## GHG scope 3 category

## Description and status/relevance

GHG scope 3 category	Description and status/relevance
1	Purchased Goods and Services Included: Emissions are mainly calculated using a spend-based approach, with supplier data used when available. Emission factors come from EXIOBASE that link spending to emissions and reflect industry averages. A data management development project is currently ongoing.
2	Capital Goods Included: Assessed using a spend-based approach. Emission factors come from EXIOBASE that link spending to emissions and reflect industry averages.
3	Fuel- and Energy-Related Activities Included: Calculated using an activity-based approach. Emission factors are derived from the open-source DEFRA database. *Companies excluded: Ensto Nor, Ensto Sweden, Ensto Pol, Ensto CEE, Ensto Protrol
4	Upstream Transportation and Distribution Included: Consolidated the data provided by Transport Service Providers. *Companies excluded: Ensto Sweden, Ensto Renley
5	Waste Generated in Operations Under development: Emissions from third-party disposal and treatment of waste generated in the company's own processes during the reporting year. Location-specific impacts and regional variations are being investigated. Waste streams are recorded.
6	Business Travel Included: Assessed using direct data from travel booking sites and activity-based approach. Activity based emission factors were collected from open-source DEFRA database. *Companies excluded: Ensto Nor, Ensto Sweden, Ensto Pol, Ensto CEE, Ensto Renley, Arcteq Relays, Ensto Maviko, Ensto Protrol
7	Employee Commuting Lower impact reduction potential; to be considered in the future.
8	Upstream Leased Assets Under development: Updates to existing reporting on emissions from leased offices and warehouses.
9	Downstream Transportation and Distribution Under data management development.
10	Processing of Sold Products Scope to be determined based on significance; further investigation required.
11	Use of Sold Products Emissions from the use of sold products during the reporting year. Ecodesign aspect: impact of items within the reporting year.
12	End-of-Life Treatment of Sold Products Under development: Refurbishment and waste processing scenarios for sold products. Increasing collaboration with DSOs to obtain waste management data for creating reliable scenarios on recovery rates and location-based impacts.
13-15	N/A Not applied: Downstream leased assets, franchises, and investments.

# Sustainability Data

	2023*	2024**	2025
<b>Total Employee Headcount</b>	787	839	864
Male	64%	66%	68%
Female	35%	34%	32%
Non-declared	N/A	N/A	N/A
<b>Gender Distribution in Senior Positions</b>			
Male in executive position	3.9%	4.6%	4.0%
Female in executive position	0.6%	0.6%	0.6%
Male in director position	10.3%	11.6%	12.4%
Female in director position	4.0%	2.3%	1.7%
Male in senior specialist position	65.4%	63.6%	65.5%
Female in senior specialist position	16.0%	17.9%	15.8%
<b>Employee Distribution % by Age</b>			
Under 18	0.1%	0%	0%
18-26	5.7%	6.9%	15.3%
27-35	14.5%	16.0%	18.2%
36-45	25.0%	25.0%	20.6%
46-55	28.1%	26.1%	24.3%
56-64	23.0%	21.0%	19%
Over 65	2.7%	2.6%	2.7%
Non-declared	0.9%	2.5%	0%

\*Ensto Group, excluding Ensto Protrol and Ensto Maviko

\*\*Ensto Group, excluding Ensto Protrol

	2023	2024	2025
<b>Employee Engagement Index</b>	69	71	72
<b>iGROW Completion Rate</b>	90%	91%	92%
<b>Number of Accidents***</b>	7	14	9
<b>Lost Time Frequency Rate***</b>			
LTIF1	5.8	11.6	7,4
LTIF4	4.2	9.1	4,9
<b>Number of Health and Safety Observations***</b>	906	1,214	1,052

LTIF = lost time incident frequency per million working hours – this describes the number of accidents at work, which have caused sick leave

LTIF1 = accidents at work which caused 1 or more days sick leave

LTIF4 = accidents at work which caused 4 or more days sick leave

\*\*\*Ensto manufacturing sites in India, France, Estonia, Ireland and Finland. Arcteq

Relays, Ensto Protrol and Ensto Maviko excluded

# Sustainability Data

	2023	2024	2025
<b>Whistleblower</b>			
Total Whistleblower cases	2	1	0
Completed Whistleblower cases	2	1	0
<b>Policy e-learning Completion Rate</b>			
Employee Code of Conduct	75%	74%	76%
Anti-Bribery and Anti-Corruption	N/A	80%	73%
Cyber Security	83%	60%	87%
Health and Safety Policy	73%	67%	73%
Quality and Environment Policy	72%	64%	72%
Sustainability Basics	87%	71%	91%
<b>Supplier Due Diligence*</b>			
Completion rate, Supplier Code of Conduct	97%	97%	98%
Supplier Audits	57	26	21
<b>Certified Management System Coverage (manufacturing sites)</b>			
ISO 45001	2/9	2/8	3/8
ISO 14001	6/9	6/8	6/8
ISO 9001	8/9	8/8	8/8
ISO 27001	0/9	2/8	2/8

\*Ensto Group excluding Ensto Protrol, Arcteq Relays and Ensto Maviko



# ENSTO

**Better life.**  
With electricity.