



Better life.
With electricity.

The Transparency Act 2025

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1 NORWEGIAN TRANSPARENCY ACT

The Norwegian act relating to enterprises' transparency and work on fundamental human rights and decent working conditions entered into force on 1 July 2022. This legislation requires qualifying enterprises to enhance transparency and accountability regarding human rights violations and poor working conditions connected to business operations and global supply chains.

Ensto Nor AS falls within the scope of the Transparency Act and must implement due diligence processes to identify actual and potential threats to fundamental human rights and decent working environment within its organization and supply chain. The Act requires companies to work proactively to prevent and mitigate negative impacts on individuals and communities, while maintaining transparency with stakeholders and providing accessible information to those who request it.

Due diligence represents a systematic approach to identifying, assessing, and addressing actual or potential adverse impacts on human rights and decent working conditions that a company may cause, contribute to, or be directly connected with through its operations, products, services, and business relationships. Upon identifying such impacts, the company must implement appropriate measures to address these issues and monitor the effectiveness of remedial actions. This process requires regular execution and represents an ongoing commitment that demands continuous evaluation.

This report is referred to as the Transparency Act 2025 report and covers due diligence activities primarily conducted during 2025, and selected assessments completed in Spring 2026. The findings are presented in accordance with Section 5 of the Transparency Act to provide the public with access to key findings from our due diligence work and our implemented and ongoing efforts to address any identified risks.

2 ABOUT ENSTO

2.1 Ensto Group

Ensto is an international, growth-oriented family business and technology company, which creates sustainable solutions for electricity distribution. For 67 years, we have been dedicated to electricity with a long-term and human-centric approach. Our aim is to become a trusted partner for our customers and help them succeed and create a more sustainable tomorrow.

We offer innovative and reliable, long-lifecycle line and cable accessories, distribution and protection automation and control solutions as well as substations for electricity systems. Our own R&D, manufacturing, and laboratories give us the expertise to continually innovate and serve our customers on an individual level.

Currently, Ensto has a total of 870 employees in 12 countries in Europe, North America, and Asia. Our turnover in 2025 was €200 M. We are bound by our common purpose: making life better with electricity sustainably.

Ensto's business is organized into four main areas:

Line and Cable Accessories: Ensure uninterrupted electricity distribution in low, medium, and high voltage networks through high-quality solutions for overhead lines and underground cable networks.

Distribution Automation solutions: Improve the quality, reliability, sustainability, and cybersecurity of low and medium voltage networks, helping to reduce power outage frequency and duration.

Protection, Automation and Control: Through Arcteq's solutions provide comprehensive protection for power generation, transmission and distribution networks, and heavy industry applications, including pioneering arc flash protection systems.

Substations: Include intelligent, compact primary and secondary substation systems that ensure continuous electricity distribution and provide the platform for modern, safe, and smart power grids in technologically demanding locations.

Ensto's procurement function operates at the Group level, coordinating sourcing activities across various locations to support the company's operations. The company maintains a global supply chain with over 2,000 suppliers, with procurement spending distributed across France (29%), Finland (16%), India (8%), China (6%), Estonia (6%), and other countries (35%).

2.2 Ensto Nor AS

Ensto Nor AS is a wholly owned subsidiary of Ensto Oy that serves the Norwegian market with 17 employees. In 2025, the company recorded a turnover of NOK 232.9 million, focusing primarily on serving Norwegian distribution system operators through products and solutions manufactured by Ensto, as well as products from selected trading partners in Norway.

As a local sales channel, Ensto Nor collaborates closely with customers to ensure offerings are specifically tailored to Norwegian market requirements, with some products and services differing from those available in other Ensto markets.

The company serves three main customer segments: power grid companies and energy producers who require distribution infrastructure solutions; electrical wholesalers who distribute products through retail channels; and electrical installers, technical professionals, and contractors who implement these solutions in the field.

Ensto Nor operates through a comprehensive supply chain that includes internal production units from Finland, Estonia, France, and India, as well as approved third-party manufacturers and component suppliers. The company also works with logistics and distribution partners to ensure efficient delivery of products and services to the Norwegian market.



3 GOVERNANCE AND RESPONSIBILITIES

The responsibility for compliance with the Norwegian Transparency Act lies with the management of Ensto Nor AS. The company follows the human rights and responsible business conduct principles defined by Ensto Group, which are based on the UN Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises.

At Ensto Nor, the Managing Director is responsible for ensuring the local implementation of the group's due diligence processes and for overseeing the annual reporting obligation under the Act. Day-to-day activities, such as supplier assessments and the follow-up of due diligence findings, are coordinated by the local operating organization in close collaboration with the Ensto Group Sustainability Team.

The Group Sustainability Team provides tools, policies, training, and risk analyses that support Ensto Nor in identifying and mitigating potential human rights and working conditions risks in its operations and value chain.

4 COMMITMENT TO HUMAN RIGHTS AND WORKING CONDITIONS

Ensto, including Ensto Nor AS, is committed to respecting internationally recognized human rights and ensuring decent working conditions in its own operations and throughout its value chain. These principles are integrated into daily business practices and are reflected in both the company culture and expectations toward business partners.

Our commitment is guided by international standards such as:

- The United Nations Guiding Principles on Business and Human Rights (UNGPR)
- The OECD Guidelines for Multinational Enterprises
- The ILO Declaration on Fundamental Principles and Rights at Work
- The Ten Principles of the UN Global Compact

The implementation of these commitments in Norway is managed by the local organization in close collaboration with Ensto Group's Sustainability Team.

5 POLICIES

Integrity and accountability are at the core of Ensto's business. The Employee Code of Conduct and Supplier Code of Conduct set clear and binding expectations for upholding human and labour rights across operations and the value chain.

The Code of Conduct outlines ethical expectations for all Ensto Group employees and operations. It applies globally and is publicly available on the company's website. Ensto ensures that all employees receive training on the Code and understand their responsibilities, including those related to human rights. Ensto launched mandatory training on the renewed Employee code of conduct in Ensto Academy in Spring 2026.

For the supply chain, the Supplier Code of Conduct sets clear expectations regarding human rights, working conditions, labour practices, and ethical behaviour. All suppliers are required to commit to and follow these principles. The Supplier Code of Conduct is embedded in qualification and contract processes and forms the foundation for ongoing supplier assessments and follow-up.

In addition to the Codes of Conduct, Ensto has complementary policies including the Anti-Corruption and Anti-Bribery Policy, Quality and Environmental Policy, and Health and Safety Policy.



6 STAKEHOLDER ENGAGEMENT AND GRIEVANCE MECHANISM

At Ensto, the company believes that transparent and proactive engagement with key stakeholders; including employees, suppliers, customers, and communities is essential for responsible business practices and continuous improvement. Ensto maintains open dialogue channels to understand concerns, gather feedback, and promote trust throughout its value chain.

Engagement with Stakeholders

Engagement with **employees** takes place through regular employee engagement surveys and workshops, performance and development discussions, learning and wellbeing programs, collaboration through employee representatives and Ensto's global networks, active communication and dialogue through various channels and events, participation in HSE Walk & Talks and registration of HSE observations.

Collaboration with **suppliers** involves pre-engagement assessments, supplier approval and qualification processes, annual supplier sustainability assessment, audits, targeted training, site visits, supplier performance and risk monitoring, and continuous communication to align practices with company standards.

Customer engagement is maintained through surveys, meetings, training programs, complaint handling processes, audits, contractual agreements, and participation in sector-based or multi-stakeholder initiatives.

Community interaction includes formal complaint mechanisms, dialogue via social media, participation in local consultations, community events and programs, and collaboration with external partners and authorities.

Grievance Mechanism

To complement engagement efforts, Ensto facilitates access to several grievance channels tailored to stakeholder groups, ensuring concerns are heard and addressed promptly and fairly:

Employees: Access to SpeakUp (whistleblowing), employee ombudspersons, trade unions, health and safety observation reporting, and medical surveys.

Suppliers: Access to SpeakUp, supplier surveys, social compliance audits (including personnel interviews in higher-risk regions), contractual grievance mechanisms, and trade union dialogue.

Customers: Complaint procedures, contract-based dispute resolution, sectoral initiatives, and audit feedback mechanisms.

Communities: Access to SpeakUp, formal complaints to local authorities, social media monitoring, and access to national judicial processes.

The SpeakUp Channel

A key component of Ensto's grievance system is the SpeakUp platform, an independent and confidential reporting tool managed by a third-party provider. SpeakUp is open to all stakeholders - internal and external - and enables anonymous reporting of compliance issues in multiple languages. Reports are handled confidentially and investigated with discretion. Serious concerns are escalated to Ensto's Board of Directors.

Through these engagement and grievance channels, Ensto ensures a responsible and responsive approach to ethical conduct, human rights, and stakeholder concerns across its operations and value chain.

7 ENSTO'S HUMAN RIGHTS DUE DILIGENCE PROCESS

Ensto conducts human rights due diligence in accordance with the Norwegian Transparency Act to identify, assess, prevent, and monitor actual and potential adverse impacts on human rights and decent working conditions in its own operations and value chain.

In 2025, as part of strengthening its due diligence processes, Ensto developed and launched the Ensto Partners' Annual Sustainability Assessment, which supports the systematic identification and monitoring of Environmental, Social, and Governance (ESG) risks in the value chain.

7.1 Ensto Partners' Annual Sustainability Assessment

The Ensto Partners' Annual Sustainability Assessment is a structured assessment tool used to evaluate the sustainability performance of strategic suppliers and internal companies. The assessment covers 33 criteria and is designed to identify improvement areas and potential ESG-related risks relevant to Ensto's business and supply chain.

The criteria address both short-term practices and longer-term capabilities for managing ESG risks. The assessment is based on a self-assessment questionnaire and an in-house developed scoring model tailored to Ensto's operational context and sustainability priorities.

Through the self-assessment questionnaire, Ensto collects information across environmental, social, and governance topics, covering performance results and indicators, operational practices and actions, policies and commitments, management systems and certifications, as well as legal compliance and risk management.

Responses are analysed using the scoring model, and each supplier or internal company is assigned a score between 0-10. Based on the results, entities are categorised as “On Track,” “Development Needed,” or “Priority for Improvement.” Scores are also analysed at ESG-dimension level and at individual criterion level to identify recurring patterns and potential risk areas.

7.2 Human rights due diligence using the Annual Sustainability Assessment

Ensto’s human rights due diligence process using the Annual Sustainability Assessment consists of four main steps: risk identification, risk assessment and prioritisation, monitoring and follow-up.

7.2.1 Risk Identification

Human rights-related risks are identified through a defined set of criteria within the Annual Sustainability Assessment. Twelve of the 33 criteria focus specifically on human rights and occupational health and safety topics.

These topics and themes were selected based on the results of the Double Materiality Assessment (DMA) conducted in 2024, which identified the most material social sustainability topics and potential risk areas of Ensto’s value chain.

The key thematic areas covered are summarised below.

- Employment conditions and labour rights

The assessment includes criteria related to employment conditions and labour rights, focusing on compliance with labour legislation, the use of formal employment contracts in a language the employees understand, wage and age law compliance, and the protection of young workers. This enables the identification of risks related to precarious employment, unlawful labour practices, and inadequate safeguards for vulnerable worker groups.

- Occupational health and safety

Occupational health and safety risks are assessed through indicators addressing workplace incidents, including accident and fatality rates, as well as the presence of health and safety policies and management systems. These criteria support the identification of both actual safety impacts and weaknesses in preventive controls.

- Human rights and ethical conduct

The assessment also addresses risks related to human rights and ethical conduct, including the existence of human rights policies and the occurrence of conduct-related violations. This

helps identify potential risks of adverse human rights impacts and failures in ethical governance.

- Access to whistleblowing and grievance mechanisms

To support early risk detection and access to remedy, the assessment includes criteria related to grievance and whistleblowing mechanisms. This enables Ensto to identify whether appropriate channels are in place for internal and external stakeholders to raise concerns and report potential adverse impacts.

- Supply chain due diligence and risk management

The assessment also evaluates whether entities have processes in place to identify, assess, and address ESG-related risks within their own operations and supply chain. This includes the existence of procedures to manage environmental, labour, human rights, and ethical risks associated with own operations, subcontractors and upstream suppliers.

By assessing entity's approaches to ESG risk management in their operations and beyond their direct operations, Ensto gains additional insight into potential indirect risks and the robustness of due diligence practices.

Together, these thematic areas provide a structured basis for identifying actual and potential ESG-related risks in the supplier base and form the foundation for subsequent risk prioritization, monitoring, and follow-up activities.

7.2.2 Risk assessment and prioritisation

Responses collected through the self-assessment questionnaire are analysed using an in-house scoring model, resulting in a score between 0 and 10 for each assessed entity. The analysis is conducted at multiple levels to identify potential risks, prioritise follow-up, and support proportionate risk mitigation measures.

- Entity Level Analysis:

At entity level, overall score within the social conduct section is used to classify suppliers and internal companies as On Track, Development Needed, or Priority for Improvement. In addition to the overall scoring, the assessment includes a defined set of red-flag indicators within the social conduct topics.

Where a supplier provides one or more red-flag responses, the supplier is classified as "Priority for Improvement" regardless of the overall score, as such responses may indicate

elevated risk related to human rights or decent working conditions. These cases are treated as high-risk signals and trigger enhanced review and follow-up measures.

The red-flag indicators assessed in the social conduct pillar are outlined below.

- Percentage of Formal Employment Contracts provided is less than 50%
- Occupational Safety Incident Rate is not measured and No Health & Safety Management System
- Fatal Accidents have occurred
- Employees are paid below minimum wage
- Employ workers below the legal minimum working age
- 26% or more employees are young workers
- Exposed to hazardous work without specific regulatory exceptions
- Social conduct violations have occurred
- No Grievance Mechanism and whistleblowing mechanism

Entities classified as Priority for Improvement are considered to have elevated potential risk exposure and are prioritized for individual follow-up and risk mitigation measures. For entities classified as On Track or Development Needed, scorecards are shared with recommended actions to support continuous improvement.

- Individual Criteria Analysis:

Average scores are calculated for each assessment criterion across all responses to identify recurring gaps or systemic improvement areas that may indicate potential risks.

- Regional Level Analysis:

Scores are aggregated by region to identify geographical areas with higher overall risk exposure.

The results of the analysis are reviewed internally to assess the severity and likelihood of identified risks. Based on this assessment, proportionate resources are allocated to follow-up actions and targeted measures aimed at mitigating identified risks and strengthening preventive controls.

7.2.3 Risk monitoring and follow-up

The Ensto Partners' Annual Sustainability Assessment is also used as an ongoing risk monitoring tool. By repeating the assessment on an annual basis, Ensto monitors whether identified risks persist, improve, or worsen over time.

The results of each assessment cycle are translated into individual scorecards, which are shared annually with assessed suppliers and internal companies. The scorecards provide an overview of performance against Ensto's ESG expectations and include recommended actions to address identified gaps and reduce the likelihood of potential adverse impacts.

Where assessment results indicate red-flag signals or elevated risk indicators, Ensto initiates targeted risk mitigation and follow-up measures at entity level. These may include direct engagement, clarification requests, and defined follow-up actions to prevent potential adverse impacts from materialising.

In addition, assessment results are reviewed on a regional and criterion level to identify whether risks may be systemic or concentrated in specific areas. Where such patterns are identified, Ensto may implement additional monitoring measures, including regional reviews, focused audits, or targeted initiatives aimed at mitigating identified risk areas across the value chain.

Through this approach, Ensto ensures structured monitoring of identified risks and applies proportionate mitigation measures to address potential adverse impacts in a timely and effective manner.

7.3 Assessment results and follow-up actions

In 2025 / Spring 2026, the Ensto Partners' Annual Sustainability Assessment was conducted covering strategic suppliers within Ensto Group and internal manufacturing companies. In total, 121 strategic suppliers were included in the scope of the assessment, of which 77% responded, alongside 100% participation from internal manufacturing companies.

From an ESG-dimension perspective, the social conduct pillar achieved the highest average score compared to environmental and business conduct dimensions. This indicates that, relative to other ESG areas, social conduct represents a strong and well-managed area across Ensto's own operations and value chain, supported by established policies, practices, and monitoring mechanisms.

The environmental and governance dimensions also achieved above-average scores, indicating a solid overall ESG performance baseline. Targeted actions are underway to further strengthen these areas, with the aim of bringing environmental and governance performance to a comparable level of maturity and consistency as social conduct.

7.3.1 Group-level assessment outcomes of internal manufacturing companies

The assessment did not identify any cases of human rights non-compliance or people conduct violations within Ensto Group's internal companies. All internal companies were assessed as compliant with key human rights and occupational health and safety requirements.

However, the assessment indicated that awareness of existing human rights and occupational health and safety policies varied across internal companies. This was identified as a potential risk factor, as policies form the foundation for consistent implementation of practices, and lack of awareness may affect the long-term effectiveness of risk management measures.

Actions taken:

The Employee Code of Conduct was renewed in 2025. In spring 2026, a group-wide mandatory training programme was launched to strengthen employee awareness and understanding of Ensto's human rights and occupational health and safety policies.

7.3.2 Results relevant to Ensto Nor strategic suppliers

Within the assessment scope, Ensto Nor had three strategic suppliers, all of whom responded to the assessment. These suppliers collectively represented approximately 70% of Ensto Nor's procurement spend in 2025.

Based on the assessment results, all three suppliers were found to be compliant with human rights and occupational health and safety requirements and to have processes in place for ESG risk assessment and due diligence covering their own operations and value chains. Accordingly, no actual or potential human rights risks were identified in Ensto Nor's strategic suppliers during the reporting period.

7.3.3 Group-level assessment outcomes of strategic suppliers

Ensto applies a zero-tolerance approach to actual or potential adverse impacts related to core labour rights and internationally recognised human rights. All suppliers are required to comply with Ensto's Supplier Code of Conduct, and compliance with fundamental labour rights, human rights, and occupational health and safety requirements is systematically assessed as part of supplier qualification and pre-contract due diligence. Strategic suppliers are further subject to sustainability assessments and risk-based audits as part of Ensto's ongoing due diligence framework.

The Ensto Partners' Annual Sustainability Assessment of strategic suppliers did not identify any non-compliance or adverse impacts related to core labour rights or human rights, and the results are consistent with Ensto's zero-tolerance policy. All assessed suppliers were 100% compliant with wage legislation, age-related requirements, and the protection and management of young workers, and no people conduct violations were reported.

At the same time, the assessment identified few governance and system related improvement areas that are considered relevant from a risk-prevention and long-term due diligence perspective. These improvement areas do not indicate violations or adverse impacts, but relate to the formalisation and maturity of policies, management systems, and risk assessment practices that support early risk detection, consistent implementation, and effective mitigation of potential future risks in the value chain. The topics described below represent the only areas identified for improvement through the assessment and form the basis for Ensto's targeted and proportionate follow-up actions to further strengthen social sustainability within its value chain.

- Insufficient grievance and whistleblowing mechanisms

Grievance and whistleblowing mechanisms that allow for anonymity enable workers and other stakeholders to raise concerns without fear of retaliation. Such mechanisms are a central element of effective human rights due diligence and access to remedy.

The assessment results showed that:

- 75% of responding strategic suppliers had a grievance mechanism in place, and
- 79% had a whistleblowing mechanism.

The absence of these mechanisms was identified as a red-flag indicator, as it may limit early detection of potential human rights concerns and reduce access to remedy.

Actions taken:

Category managers initiated individual follow-up and direct communication with these suppliers to emphasise the importance of establishing effective and accessible grievance and whistleblowing channels. Ensto will closely monitor follow-up actions and the establishment of such mechanisms as part of ongoing supplier risk mitigation.

- Formalisation of health and safety and human rights governance

Health and safety policies define an organisation's commitment to providing safe and healthy working conditions, preventing work-related injuries and illnesses, ensuring legal compliance, and promoting a strong safety culture. Human rights policies articulate commitments to respect internationally recognised human rights, prohibit forced and child labour, prevent discrimination and harassment, and promote fair working conditions across operations and the supply chain.

While compliance with health and safety and human rights requirements was confirmed, the assessment showed that formal written policies were not consistently in place across all strategic suppliers:

- 85% of responding strategic suppliers had a formal health and safety policy.
- 75% had a formal human rights policy.

The lack of formalised governance documents was identified as a potential risk factor, as written policies and related training support consistent application, accountability, and awareness of expectations.

Actions taken:

Entity-specific assessment scorecards included recommendations to establish or strengthen formal health and safety and human rights policies and related training. These topics were also emphasised

during supplier follow-up discussions, reinforcing Ensto's expectations and supporting risk prevention.

- Implementation of structured health and safety management systems

Health and safety management systems (HSMS) enable systematic identification, monitoring, and mitigation of workplace hazards and support consistent compliance with occupational health and safety requirements.

The assessment indicated that 84% of responding strategic suppliers had an established HSMS. While no health and safety non-compliance was identified, the absence of a structured management system in some cases was recognised as a preventive risk indicator, as it may weaken long-term risk control.

Actions taken:

Through assessment scorecards and structured follow-up dialogue, suppliers were suggested to establish or further develop occupational health and safety management systems to reduce the likelihood of future risks and support continuous compliance.

- Systematic ESG risk assessment beyond direct operations

The assessment showed that 69% of responding strategic suppliers conduct ESG risk assessments in their own operations and/or with tier-1 suppliers. While many suppliers conduct audits on demand, fewer perform systematic and recurring ESG risk assessments, particularly beyond their direct operations.

Given the potential for residual social and human rights risks in upstream supply chains, limited use of ESG risk assessments beyond own operations was identified as a potential risk area.

Actions taken:

Assessment scorecards were used to highlight this gap, and suppliers were encouraged to strengthen ESG risk assessment practices in their own operations and tier-1 supply chains. These expectations are addressed through structured follow-up and ongoing monitoring as part of Ensto's due diligence process.

7.4 Mitigation Actions in place

While no actual or potential adverse human rights impacts were identified during the reporting period, Ensto recognises that the underlying risk exposure may still exist due to industry characteristics and the complexity of global supply chains. Consequently, the risk areas identified in

previous assessments remain relevant from a preventive perspective and continue to guide Ensto's due diligence approach.

These risks are managed through established policies, systems, and controls applied across Ensto's own operations and the value chain, with a focus on prevention rather than corrective measures. During 2025, Ensto maintained its existing governance framework and further strengthened selected areas through renewed policies, targeted training, and enhanced supplier monitoring. The actions described below reflect both ongoing mitigation measures and measures reinforced during the reporting year to support effective long-term risk management.

7.4.1 Ongoing preventive measures

The following measures remain in place and form the foundation of Ensto's mitigation framework:

- Group-wide Codes of Conduct and policies governing health and safety, human rights, ethical conduct, and whistleblowing, applicable to employees and suppliers.
- Occupational health and safety (OHS) management systems across operations, including regular risk identification, audits, and incident reporting.
- Employee engagement mechanisms such as safety committees, safety observations, and structured follow-up of engagement survey results.
- Supplier sustainability audits and follow-up on corrective actions covering labour practices, working conditions, and compliance with the Supplier Code of Conduct.
- Continuous monitoring of supplier performance through audits, dialogue, and risk-based assessments.
- Learning and development programs supporting responsible leadership, inclusion, and ethical business conduct.

These measures support the prevention of risks related to health and safety, labour rights, discrimination, and unethical conduct across Ensto's operations and value chain.

7.4.2 New and strengthened actions implemented in 2025

In 2025, Ensto further strengthened its mitigation measures through the following actions:

Health and safety governance

- Renewed the QHSE Policy and Code of Conduct, reinforcing expectations related to employee safety, well-being, and responsible behaviour.
- Maintained and expanded OHS management systems, including achieving ISO 45001 certification at the Keila site.
- Strengthened cross-site safety learning by systematically sharing safety incidents, root causes, and corrective actions.
- Continued employee engagement through HSE Walk & Talks, local safety committees, and digital reporting of safety observations.
- Promoted employee safety and well-being through local initiatives, including safety campaigns, training, PPE provision, ergonomic improvements, and chemical safety practices.

Human rights, conduct, and inclusion

- Renewed the Employee and Supplier Codes of Conduct, integrating clearer human rights requirements and whistleblowing information to improve accessibility and understanding.
- Established internal e-learning on the Employee Code of Conduct, including dedicated human rights content.
- Leaders completed iGROW and Talent Management trainings to support inclusive leadership, fair career development, and meaningful performance discussions.
- Delivered targeted training and awareness initiatives, including POSH (Prevention of Sexual Harassment) training in Ensto India.
- Participated in initiatives such as “Towards a Violence-Free Future” in Ensto Estonia, strengthening awareness and response capabilities related to domestic violence.
- Implemented local initiatives and shared experiences to enhance inclusion and engagement, including Diversity Day events, cultural celebrations, and cross-site activities.

Supplier due diligence and monitoring

- Continued sustainability audits and structured follow-up on corrective actions related to working conditions and labour practices.
- Established the Ensto Partners’ Annual Sustainability Assessment in 2025, introducing a structured ESG evaluation system for suppliers, including integrated human rights and health and safety criteria.

- Used the assessment results to identify improvement areas related to the formalisation of health and safety policies, human rights policies, and management systems among suppliers, and to guide supplier dialogue and follow-up.

8 LOOKING AHEAD

At Ensto, we recognize that respecting human rights and advancing sustainability are ongoing commitments, requiring vigilance, collaboration, and continuous improvement. The actions described in this report reflect important progress made in 2025 and lay the foundation for further development in the years ahead. In the next reporting period, Ensto will continue to track the formalisation of supplier policies and management systems as key indicators of risk mitigation effectiveness.

We understand that sustainability challenges evolve, and stakeholder expectations grow. That is why we will continue to deepen our human rights due diligence, strengthen supplier engagement, and promote a safe, inclusive workplace where every employee can thrive.

Ensto's purpose to 'build a better society with electricity' guides us as we strive to operate responsibly and transparently across our value chain.

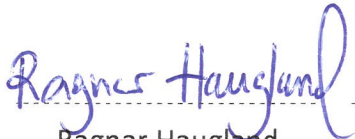
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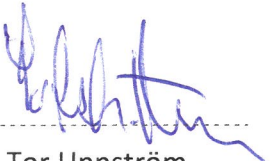
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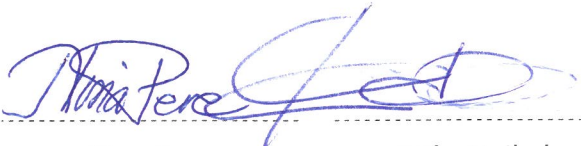
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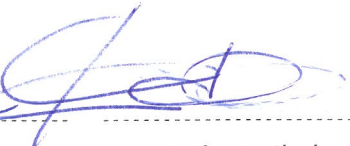
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This report has been reviewed and approved by the Board of Directors of Ensto Norway AS.


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