



Due diligence for responsible business conduct with regards to people, animals, society and the environment

Account reporting year 2025

for Blåbær Production AS



Ethical Trade Norway has assessed the report of Blåbær Production AS to meet the criteria of our Implementer Level. More information about our Implementer Level can be found [here](#).



SUSTAINABLE DEVELOPMENT GOALS



To Readers Of The Report

Private enterprises, the public sector and organizations have a significant impact on people, society, the environment, the climate and animals. Enterprises contribute to development, innovation and improved living conditions, but their activities also entail risk and real harm. Enterprises therefore play a key role in efforts to achieve the UN Sustainable Development Goals and the Paris Agreement's 1.5-degree target. This work is most effective when done in collaboration.

Ethical Trade Norway is a membership organization and a multi-stakeholder initiative bringing together businesses, trade unions, employer organizations, civil society and the public sector to jointly address the complex challenges in global supply chains that no single company can solve alone.

Transparency, accountability and continuous improvement are fundamental to this work. This membership report can be used as a statement under the Norwegian Transparency Act, but it also covers broader topics such as climate, environment and anti-corruption. Our framework is based on the UN Guiding Principles on Business and Human Rights and the OECD Due Diligence Guidance – internationally recognized standards that form the basis for Ethical Trade Norway's 13 principles for sustainable business practices. These principles cover human rights, decent work, environment and climate, animal welfare and anti-corruption.

All members of Ethical Trade Norway are required to carry out risk-based due diligence and to report annually on progress in their own work. Companies at our quality level Basic meet the requirements of the Transparency Act for due diligence reporting. Members can also strive to achieve the levels *Implementing* and, from 2026, *Leading*.

Due diligence is not about being "risk-free", but about being transparent and systematic: identifying risks, preventing and mitigating negative impacts, communicating openly about how these are addressed, and – where necessary – contributing to remediation.

I would like to thank all members for their efforts, openness and willingness to contribute to responsible supply chains. Together, we demonstrate how responsible trade can be in the best interests of people, animals, society and the environment.

Heidi Furustøl

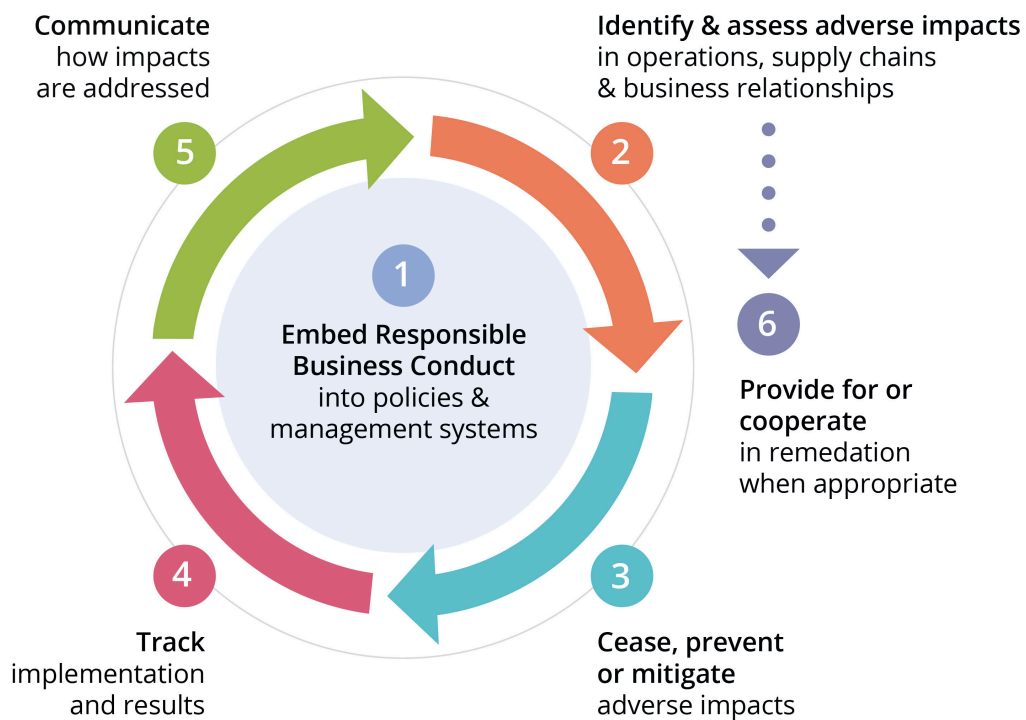
Executive Director

Ethical Trade Norway

Due diligence

This report is based on the UN Guiding Principles on Business and Human Rights and the OECD model for Due Diligence for Responsible Business Conduct.

The model has six steps that describe how companies can work for more responsible and sustainable business practice. However, being good at due diligence does not mean no negative impact on people, planet and the society. It means that the company is open and honest about challenges faced and shows how this is managed in the best possible way in collaboration with its stakeholders. This report is divided in chapters following the OECD model.



Preface From CEO

Blåbær Production is a Norwegian design and production company specializing in textiles and garments. Our ambition is to combine functionality, durability, and quality with responsible business conduct throughout the product life cycle — from early design decisions to finished products delivered to customers.

As part of the global textile industry, we recognize that our operations impact people, animals, climate, and natural resources. This recognition forms the foundation of our due diligence work and our commitment to transparency under the Norwegian Transparency Act and evolving European sustainability regulations.

In 2025, we continued strengthening our supply chain follow-up through structured risk assessments, verification, and direct engagement. We conducted supplier visits in China and Turkey, including meetings with suppliers across several tiers. These visits enabled closer dialogue, follow-up on identified risks, and assessment of new potential partners. In some cases, factories were not approved due to insufficient alignment with our standards - a necessary part of maintaining credible and consistent requirements.

We continued our participation in the EU Horizon project BioSusTex, contributing to collaboration and innovation related to circular and more sustainable textile solutions. The project supports our long-term efforts to improve material choices and design practices.

In 2025, Blåbær Production was honored to receive the Ethical Trade Norway Award. This recognition encourages us to keep learning, improving our purchasing practices, and strengthening dialogue and transparency with our suppliers.

During the year, we also developed a new four-year sustainability strategy to guide priorities and resource allocation going forward. The strategy strengthens our ambition to reduce environmental footprint per product, integrate circular principles in design and material choices, and ensure responsible supply chains across all tiers. Organizational changes led us to further integrate responsibility for due diligence across functions, strengthening shared ownership and internal resilience.

In a world marked by geopolitical instability and increasing pressure on openness and democratic values, responsible business conduct requires consistency, humility, and long-term commitment. We remain committed to strengthening transparency and responsibility across our supply chain, guided by a holistic respect for people, animals, and the environment.

" Responsible production is not a destination, but a continuous process "

Rolf-Erik Lund
Managing director

Enterprise information and enterprise context

Key enterprise information

Enterprise name

Blåbær Production AS

Head office address

Østre Nesttunvegen 12

Main brands, products and services offered by the enterprise

Reflex™ and Nurk®; Design, development, production, logistics and sustainable & ethical procurement

Description of enterprise structure

Blåbær Production AS is a small Norwegian company with four employees working in close collaboration from our main office in Bergen, Norway. We provide a broad range of services within the textile and garment industry, including design, user-centric product development, textile engineering, sustainable manufacturing, sourcing, logistics and supply chain due diligence.

Our main customer is Barnas Hus Norge, for whom we are responsible for the full value chain of their private labels Reflex™ and Nurk® — including design, development, production and logistics. Reflex™ is a textile brand for children aged 0–12 years, focusing on outerwear, mid-layer and base-layer garments for everyday play and use. The brand is distributed in the Norwegian market through Barnas Hus' own stores and online shop, and is also available in one store in Sweden. Nurk® was launched in autumn 2025 and focuses on wool garments for children aged 0–3 years.

Each employee brings specialized expertise within design, product development, textile engineering, sustainable manufacturing, logistics, purchasing and supply chain due diligence. These competencies are directly aligned with the services we provide. At the same time, all projects are handled collaboratively to ensure a holistic approach across quality, functionality, sustainability and responsible business conduct.

Blåbær Production's managing director and main owner is Rolf-Erik Lund.

Revenue in reporting year (NOK)

9 000 000

Number of employees

4

Is the enterprise covered by the Transparency Act?

No

Major changes to the enterprise since last and current reporting period

In early 2025 our Head of Sustainability — a valued colleague who had worked with us for nearly eight years — left the company. In previous years, sustainable business practice and due diligence responsibilities were already integrated into the daily work of all employees, with a designated Head of Sustainability to support prioritization and coordination across tasks.

The departure required an internal reassessment of how we organize roles and responsibilities to ensure ongoing compliance with our due diligence commitments. We therefore adjusted our organizational model to embed responsibility for responsible business conduct more broadly.

Overall, 2025 has been a transition year, moving from a specialist-led focus to a more resilient and integrated organizational model for responsible business conduct. We believe this new model enhances our internal governance, reduces dependency on a single role, and strengthens our ability to implement due diligence in line with our policies and commitments.

Contact person for the report (name and title)

Rolf-Erik Lund, managing director

Email for contact person for the report

rolf-erik@blaber.no

Supply chain information

General description of the enterprise's sourcing model and supply chain

Blåbær Production works with a broad portfolio of products and styles while maintaining a carefully selected group of commercial suppliers and manufacturers. Our sourcing model is based on long-term, direct relationships with manufacturing partners. We consider this essential for maintaining transparency, strengthening leverage and enabling continuous improvements within our supply chain.

In 2025, 87.5% of our total purchase value was transacted directly with manufacturers or producers, while 12.5% was conducted through agents. The share of direct sourcing has remained consistently high over recent years (above 80%) and increased further in 2025.

All design, product development, sourcing activities, and sustainable and ethical procurement processes are managed from our office in Bergen. This centralized structure allows close oversight of supplier relationships, purchasing decisions and due diligence implementation.

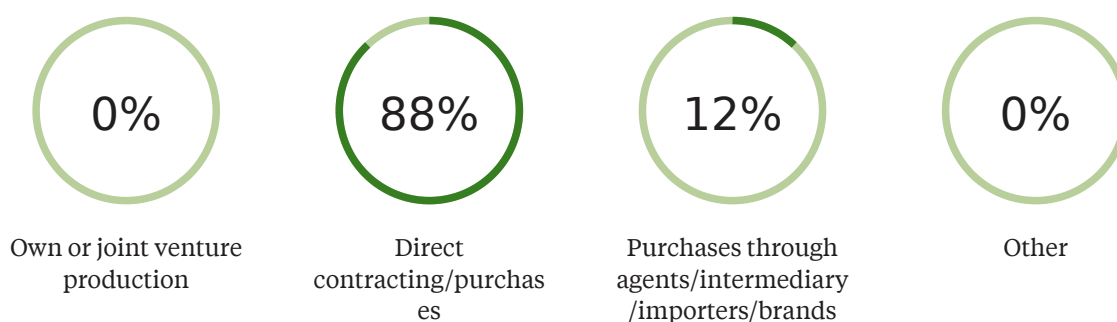
Number of suppliers with which the enterprise has had commercial relations in the reporting year

14

Comments

We had a total of 14 suppliers with whom we had commercial relations during 2025, compared to 17 in 2024. The reduction in suppliers is a result of a more focused and strategic supplier base, aiming to improve efficiency, strengthen collaboration, and increase transparency in our supply chain. It also reflects decisions to discontinue relationships with suppliers that did not meet our expectations and minimum requirements related to responsible business conduct.

Type of purchasing/ suppliers relationships



87,5% of all purchases, by value, are conducted directly, while 12,5% are made through agents. In terms of quantity, the split between direct purchases and those made through agents is 89,3% and 10,7%, respectively.

List of first tier suppliers (producers) by country

China :	23
Sri Lanka :	2
Turkey :	2
India :	1

In 2025, we had a total of 28 production units across all styles, compared to 38 in 2024. For example, our main outerwear supplier operates across four different production units. These 28 units cover 100% of our 14 commercial suppliers.

The reduction in production units reflects a more focused and controlled supply chain. It is partly a result of fewer commercial suppliers, but also a deliberate effort to consolidate production within units where we have better visibility, stronger relationships, and the ability to conduct more consistent follow-up. Limiting the use of geographically dispersed or less accessible production units improves our capacity to monitor working conditions, verify compliance, and engage directly with suppliers.

This approach supports more effective due diligence and strengthens our ability to identify and address risks in the supply chain.

State the number of workers at first tier producers

Number of workers

3 221

Comments to number of workers

3221 workers from a total of 28 production units in first tier and covers 100% of our total 14 commercial suppliers.

Key inputs/raw materials for products or services and associated geographies

GRS polyester	China
RWS merino wool	Argentina Australia New Zealand Uruguay South Africa
GOTS cotton	China India Pakistan Turkey
Cardboard	China India Sri Lanka Turkey
Virgin polyester	China Turkey The European Union
Polyurethan	China
Natural rubber	Thailand
FSC bamboo	China
GRS polyamide	China
EVA	China

Above list outlines our top ten key inputs for products and goods imported into Norway. These materials account for 92% of all inputs used.

Is the enterprise a supplier to the public sector?

No

Goals and progress

Process goals and progress for the reporting year

1

Goal: Continue to strengthen internal commitments by including due diligence and sustainable business practice in all meetings as well as continuing training of employees.

Status: - Completed and ongoing. The departure of our Head of Sustainability in early 2025 and the onboarding of a new employee in Q3 temporarily slowed parts of the structured follow-up. Following the internal reorganization, due diligence and responsible business conduct have been further integrated into regular meetings and decision-making processes. Responsibilities are now more clearly anchored at management level, strengthening long-term commitment.

2

Goal: Implement Amfori BEPI to improve environmental performance in our supply chain. 100% of manufacturers/factories must have completed self-assessment by the end of 2025.

Status: - Not completed. All suppliers were requested to complete the BEPI self-assessment. By year-end, 50% of our commercial suppliers had submitted a self-assessment, representing 36% of our 28 production sites. Follow-up from our side was not sufficiently prioritized during 2025 due to organizational changes. Strengthened follow-up procedures will be implemented in 2026 to increase completion rates.

3

Goal: Amfori Academy: Suggest specific courses for our suppliers. 85% of our first-tier suppliers shall complete at least 1 online training course, and 60% of our first-tier suppliers shall complete at least 2 online training courses during 2025.

Status: - This goal has been actively prioritized throughout 2025 and included as a standing topic in supplier meetings. Although targets were not fully reached, significant progress was made:

- o 64% of first-tier suppliers completed at least one training course.
- o 50% completed two or more training courses.
- o A total of 42 courses were completed: 25 face-to-face sessions and 17 e-learning courses. Eight courses were conducted through the BEPI platform, primarily within EPA 6 (Biodiversity) and EPA 7 (Chemicals). The remaining 34 courses were completed via the BSCI platform, with "Gender Equality and Zero-Tolerance for Violence and Harassment in the Workplace" representing approximately 50% of these.

4

Goal: Conduct a materiality assessment by the end of 2025.

Status: - The planned materiality assessment was postponed in 2025 following organizational restructuring and prioritization of operational due diligence processes. The activity remains relevant and will be reassessed in the upcoming planning cycle.

5

Goal: Internal training and increase competence within Water foot print management

- Completed. Through internal training and competence development, we have strengthened our understanding of water footprint management. The assessment indicates that our direct leverage in this area is limited at present. We will continue to monitor water footprint considerations in raw material assessments and define new targets where meaningful impact can be achieved.

Status:

6

Goal: Continue to integrate and implement principles Collaborative planning/forecasting and Sustainable costing

- Completed and ongoing. We consider collaborative planning and sustainable costing to be dynamic processes. In 2025, we prioritized strengthening a “partner mindset” with suppliers, improving calendar discipline, limiting late changes, enhancing transparency in communication, and adjusting timelines where production delays occur. We also integrated learnings from the LIC program to better align pricing discussions with living wage considerations.

Status:

7

Goal: Map energy use in supply chain and collecting downstream and upstream data for our scope 3 emissions.

- Work on systematic mapping of energy use and Scope 3 emissions was initiated but not fully prioritized in 2025 due to organizational restructuring. Preparatory discussions have been conducted, and structured data collection will be integrated into our 2026 priorities.

Status:

Process goals for coming year

1

Organizational Integration.

Sustainability shall be integrated into the decision-making basis for design, sourcing, and supplier selection.

2

Leadership Commitment and Governance.

a) Sustainability and risk assessment shall be integrated into regular business governance and management processes.

b) The risk methodology shall be documented, consistent, and verifiable.

3

Reporting and Transparency.

Reporting shall be consistent, verifiable, and methodologically stable.

4

Capacity Building in the Supply Chain.

a) Blåbær Production shall maintain a structured system for supporting and monitoring suppliers' continuous improvement in social conditions.

This system includes third-party audits (amfori BSCI), corrective action plans, supplier dialogue, factory visits, and mandatory training through amfori Academy.

b) Blåbær Production shall maintain a structured system for supporting and monitoring suppliers' environmental performance.

This system includes implementation of amfori BEPI, environmental self-assessments, targeted training, and follow-up through supplier dialogue and documentation.

c) Blåbær Production shall maintain a structured system for supporting and monitoring the phase-out of hazardous chemicals.

This system includes restricted substance lists (RSL/X-lists), biannual chemical updates, supplier guidance, certification requirements (e.g. OEKO-TEX®, GOTS), and follow-up through audits and supplier communication.

These systems are integrated into our due diligence procedures and supported by regular monitoring, defined responsibilities, and annual evaluation.

5

Traceability and Transaction Certificates

Blåbær shall have a system for the receipt, verification, and archiving of all relevant certificates and transaction certificates.

6

Climate Reporting Data

Blåbær shall have a structured process for collecting climate data from suppliers.

7

Worker Representation and Insurance

Annually confirmation that defined minimum requirements continue to be operationally fulfilled.

8

Anti-Corruption

Ensure integrity and reliability of decision-making data, certifications, and supplier information through systematic prevention and detection of corruption risks, both internally and throughout the supply chain.



1

Governance and commitment to responsible business conduct

Embedding responsible business conduct means that the enterprise should have strategies and plan, as well as relevant policies and guidelines for due diligence for responsible business conduct (hereafter due diligence) which are adopted by management. These should comprise the enterprise's own operations, its supply chain and other business relationships. Effective management systems for implementation are key to success, and due diligence should be an integrated element in enterprise operations. Clear expectations from senior management are crucial, as well as clearly assigned responsibilities within the enterprise, for the implementation of the steps in the due diligence process. Those involved need to know how to proceed. Transparency about commitments the enterprise has for itself, challenges they are facing, and how these are managed is fundamental



1.A Policy for own enterprise

1.A.1 Link to publicly accessible policy for own enterprise

<https://blaber.no/wp-content/uploads/2025/11/Policy-Blabaer-production-07.02.22.pdf>

1.A.2 What does the enterprise say publicly about its commitments to respect people, animals, society and the environment?

Blåbær Production's policy for sustainable business practice is posted on our web page Social responsibility – BLÅBÆR PRODUCTION (www.blaber.no). Our overall commitments to social responsibility are also stated on the same page, along with information about our collaborations with other stakeholders. We want our partners, collaborators and customers to be confident that human rights, workers' rights, animal welfare and environmental aspects are considered and protected at all stages in our production through responsible purchasing and supplier management.

Our policy and Code of Conduct are also communicated directly to our business partners as these are rooted in our daily practice and work.

1.A.3 How has the policy/commitment been developed and how is it embedded in the enterprise?

Through our membership and collaboration with Ethical Trade Norway we have established a policy for sustainable business practice and a Code of Conduct that are our principles for responsible business conduct. These practices and principles set the foundation for our everyday work and purchasing practice. This applies to all our employees and is integrated into our entire process from ideas, planning, design, product development, purchasing and logistics.

The UN's sustainability development goals are central and leading for both our due diligence work and our collaboration with suppliers and business partners. In our revised strategic period 2026-2030 we have focused especially on Goal 8 (Decent Work & Economic Growth), Goal 12 (Responsible consumption and production) and Goal 13 (Climate action). This is based on our risk assessment and mapping of our own supply chain and is furthermore reflected in our due diligence work and prioritized actions.

1.B Organisation and internal communication

1.B.1 How is the due diligence work organized within the enterprise, embedded in internal guidelines and routines?

As a small company with only four employees, our daily work involves a wide range of processes. Due diligence is integrated into every step, from idea generation and planning to design, product development, purchasing, and logistics. All four employees are involved in and responsible for performing due diligent tasks.

1.B.2 How is the significance of the enterprise's due diligence work defined and clarified for the employees through their job description (or the like), work tasks and incentive structures?

Much of the time we work as a team and our tasks will often overlap and interfere. Due to this sustainable business practice and due diligence work is an important part of all employees' responsibilities and job descriptions. Our policy for sustainable business practice is an important precondition which must be accepted by all employees and is also attached to the employment contract.

Sustainable business is also a daily topic at our workplace and is essential throughout our working process and development as these values set the foundation for our work.

Our Policy is rooted in our daily operations. Expectations for our supply chain, outlined in both the CoC and our minimum criteria, are regularly discussed in internal meetings and when evaluating potential new suppliers.

1.B.3 How does the enterprise make sure employees have adequate competence to work on due diligence for responsible business conduct?

Ensuring adequate employee competence is essential for effective due diligence. Blåbær Production has established both external and internal mechanisms to support continuous competence development and integrate responsible business conduct into daily operations.

Employees regularly participate in courses, webinars, workshops, and professional meetings focusing on human rights due diligence, responsible purchasing, chemical management, circularity, sustainable materials, and emerging regulatory requirements. These complex and evolving topics require continuous engagement. Key professional networks include Amfori, The Chemicals Group (RISE), and Ethical Trade Norway, which provide training, tools, and peer learning within the textile sector. We also monitor and apply resources from organizations such as Amnesty International, IDSN, Médecins Sans Frontières and the Norwegian Environment Agency.

In 2025, internal competence requirements were formalized for all employees. Each employee must complete external training equivalent to 1.5–2 working days annually on responsible business conduct or related topics. Completion reached 100% in 2025. To embed knowledge across the organization, employees present key learnings internally during team meetings, ensuring integration into design, sourcing, and supplier management decisions.

Employees are encouraged to exceed the minimum requirement, and additional training and competence development are actively supported by the company through financial coverage, allocated work time, and professional recognition. This strengthens both individual expertise and the company's overall capacity to conduct effective due diligence.

Three employees have also been directly involved in the EU Horizon project BioSusTex, which develops safe and sustainable biobased textiles. Participation provides first-hand insight into PFAS-free technologies, safer chemical alternatives, and improved recycling solutions, strengthening our ability to assess material risks and support responsible product development.

Overall, competence development is ensured through mandatory training, active engagement in professional networks, structured internal knowledge-sharing, and participation in industry initiatives. This approach ensures due diligence is carried out by informed personnel and continuously strengthened over time.

1.C. Plans and resources

1.C.1 How are the enterprise's commitments to respect people, animals, society and the environment embedded in strategies and action plans?

Our commitments to respect people, animals, society, and the environment are formally embedded in our Code of Conduct, our responsible sourcing and due diligence policy, and our sustainability strategy. These documents define clear principles, responsibilities, and priorities for our operations and supply chain. These commitments are operationalized through due diligence procedures, supplier requirements, and defined action plans with measurable targets, and are integrated into supplier selection, product development, and purchasing decisions.

Our commitments are further supported and anchored through our memberships in Ethical Trade Norway, RISE Chemicals Group, and Amfori, which provide frameworks, guidance, and tools for responsible business conduct.

We also report annually in accordance with the Norwegian Transparency Act, reflecting our commitment to transparency and systematic due diligence.

Progress is monitored through defined KPIs, internal reviews, and ongoing dialogue with suppliers and business partners, ensuring that sustainability and responsible business conduct are systematically integrated into our strategies and daily operations.

1.C.2 How are the strategies and action plans for sustainable business conduct followed up by senior management and the board?

Our Managing Director has overall executive responsibility for implementing and following up the company's strategies and action plans for sustainable business conduct in daily operations. The Board has been actively involved in the development and formal approval of our Code of Conduct, policies, and sustainability strategy, and receives updates on progress, priorities, and key risk areas.

Our sustainability strategy and action plan are developed in close collaboration with employees and updated annually with defined goals, deadlines, and allocation of responsibilities. The Managing Director conducts regular internal meetings to review progress, assess challenges, and ensure implementation of planned measures.

We have implemented formal due diligence routines to ensure responsibilities are clearly defined and integrated into daily operations. This structured approach enables senior management and the Board to monitor progress and ensure that sustainability commitments are effectively implemented and followed up.

1.D Partnerships and collaboration with business relationships

1.D.1 How does the enterprise communicate the importance of responsible business conduct in its business relationships?

Responsible business conduct is communicated clearly and systematically throughout our business relationships, from initial supplier onboarding to ongoing collaboration.

Before entering into any new business relationship, potential suppliers must formally accept and sign our Code of Conduct, Chemical Requirements and Minimum Criteria for Collaboration. These documents define our expectations regarding human rights, environmental protection, animal welfare, and responsible chemical management. Requirements regarding supply chain transparency, certified materials, and social audits are also communicated and collected for our internal review at this stage.

Our expectations are reinforced through continuous dialogue, including regular meetings, production follow-up, and daily communication. Updated chemical requirements and regulatory information are distributed to all suppliers twice per year, together with practical guidance to support implementation. We also require suppliers to communicate our Code of Conduct to relevant sub-suppliers.

Responsible business conduct is further communicated through our purchasing practices and business decisions. Suppliers demonstrating strong performance and improvements in social and environmental areas are prioritized for long-term collaboration and order placement, while failure to meet minimum requirements may affect future cooperation.

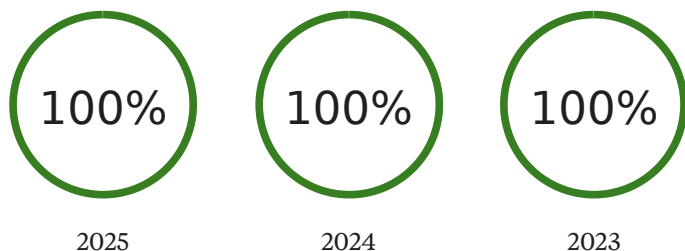
We also actively support suppliers by sharing guidance, tools, and training resources obtained through our memberships in Ethical Trade Norway, Amfori, and RISE Chemicals Group. This ensures that our expectations are clearly communicated and that suppliers are equipped to meet them.

Link to supplier Code of Conduct:

https://blaber.no/wp-content/uploads/2025/12/COC_BLABAER-Production_2022_nor.pdf

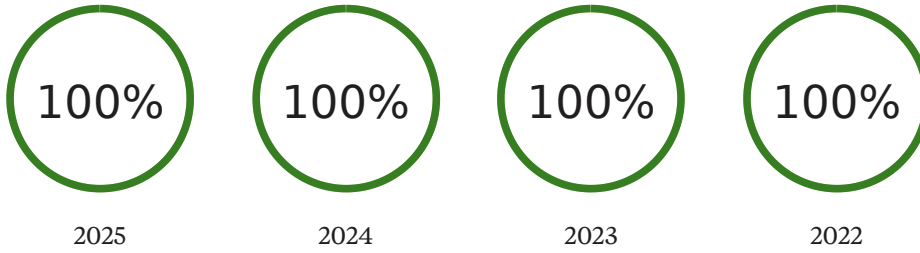
Indicator

Percentage of the company's suppliers that have accepted guidelines for suppliers



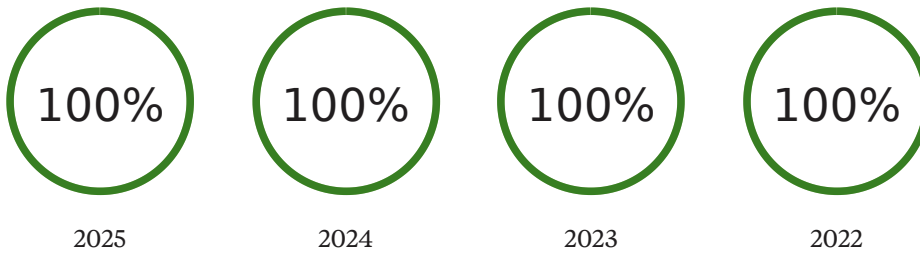
Since year 2018 100% of all commercial suppliers have received, signed and accepted Policy and COC.

Chemical contract

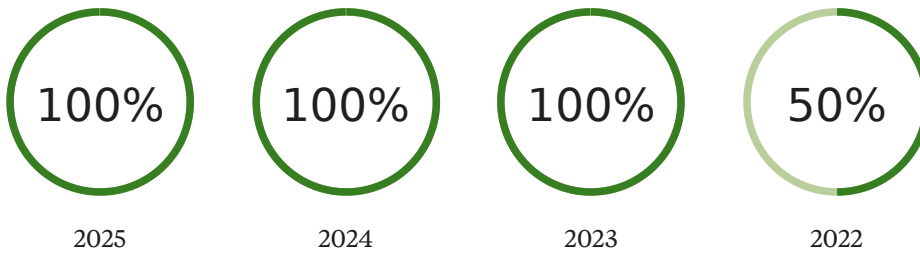


New, revised Chemical contract was distributed and accepted by all suppliers during 2025.

Percentage of staff in contact with suppliers familiar with the Supplier Code of Conduct and Policy for own business



Percentage of staff reached through training/capacity building on responsible purchasing practice



1.E Experiences and changes

1.E.1 What experiences have the enterprise encountered during the reporting period concerning responsible business conduct, and what has changed as a result of this?

During 2025, we strengthened our due diligence through two extensive sourcing and follow-up trips to China, combined with supplier dialogue and verification activities in Turkey. In total, we visited 14 factories and production units (approximately 50% of all units) and met with 78% of our commercial suppliers. Several suppliers were visited more than once. We also conducted upstream visits to key material suppliers, including the tier 3/4 wool processor responsible for more than 60% of our wool yarn and our main padding supplier covering more than 70% of padding volumes.

These visits provided direct insight into working conditions, wage levels, audit follow-up, chemical management, and environmental practices. Physical presence allowed verification beyond documentation review and strengthened our understanding of practical implementation challenges at factory level.

In Turkey, dialogue regarding living wage calculations revealed discrepancies between audit-reported compliance and actual wage levels. This led to constructive engagement with suppliers and concrete wage adjustments in specific factories. In China, visits further upstream improved our understanding of material traceability, chemical handling, and operational controls in earlier production stages.

The visits also confirmed measurable improvements among several long-term suppliers, including enhanced sanitation, improved lighting, and strengthened internal compliance routines. This reinforces the value of consistent expectations and ongoing engagement.

Our due diligence findings directly influenced sourcing decisions. Four potential new suppliers were rejected following on-site assessments where factory conditions and management systems did not meet our requirements. In addition, a new production unit belonging to an existing supplier was pre-assessed prior to integration into our supply chain in 2026, strengthening our preventative due diligence procedures.

We also identified ongoing challenges related to primary climate and environmental data collection. As a result, we are working to clarify data requirements, strengthen follow-up routines, and increase direct dialogue regarding environmental reporting and climate accounting.

Overall, these experiences have resulted in:

- strengthened supplier selection procedures through systematic on-site verification
- clearer expectations related to wage levels and audit follow-up
- reinforced upstream engagement to address material-related risks
- improved environmental data follow-up routines
- continued prioritization of physical factory visits as a core due diligence measure

These activities have strengthened both our risk understanding and our practical implementation of responsible business conduct across the supply chain.



2 Defining the focus for reporting

Identify and assess the enterprise's impact on people, animals, society and the environment

“Identify and assess” is about identifying the enterprises's risk for, and actual negative impact on, people, animals, society and the environment, including in the supply chain and through business relationships. As a first step the enterprise should get an overall risk picture, before subsequently prioritising further mapping and measures where the risk of negative impact is the greatest, i.e. salient issues. The enterprises's involvement in the negative impact on people, animals, society and the environment is central to determine which measures the enterprise should implement in the next step of the due diligence model. Involvement of stakeholders, especially those affected, is central when assessing risks. It is also important to consult with stakeholders when implementing measures to manage the negative impact.



2.A Mapping and prioritising

PRIORITISED ACTUAL OR POTENTIAL NEGATIVE IMPACT ON PEOPLE, ANIMALS, SOCIETY, AND THE ENVIRONMENT

Prioritising one or more risk areas on the basis of severity does not mean that some risks are more important than others, or that the company should not take action on other risks, but that risks with the greatest negative impact are prioritised first. Mapping and prioritisation are a continuous process.

2.A.1 List prioritized significant risks and/or actual negative impacts on people, animals, society and the environment.

Salient issue	Related topic	Geography
Deficiencies in chemical handling practices posing potential risks to workers health	Occupational Health and safety	China Sri Lanka
Exploitation of workers	Freedom of association and collective bargaining Harsh and inhumane treatment Marginalized populations	China
Risk of financial exploitation with wages below living wage	Freedom of association and collective bargaining Wages	China India Sri Lanka Turkey
Risk of forced labour in cotton farming in India and natural rubber production in Thailand, driven by systemic agricultural vulnerabilities, informal sector structures, and reliance on migrant labour.	Forced labour Marginalized populations	India Thailand
Environmental risks linked to cotton farming in India and natural rubber production in Thailand, including deforestation, high water use, pesticide application, and monoculture-related biodiversity loss.	Corruption Water Deforestation	India Thailand
Corruption	Corruption	

The salient issues identified above represent our priority risk areas based on conducted risk assessments. These risks are subject to systematic monitoring and targeted follow-up measures. They are not ranked, as each represents a potentially significant adverse impact. We address each issue through risk-based prioritization, applying our leverage to prevent, mitigate, or remediate impacts where possible, and continuously strengthening our due diligence processes.

Corruption has been added to the risk register as a cross-cutting risk, as it can directly undermine human rights, working conditions, environmental data, certifications, and audits. Corruption constitutes a systemic risk that can compromise the entire control framework.

JUSTIFICATION FOR THE PRIORITISATION OF RISKS OF NEGATIVE IMPACT ON PEOPLE, ANIMALS, SOCIETY, AND THE ENVIRONMENT

2.A.2 Describe: a) the enterprise's routines for mapping and identifying risk and show how the negative impact was identified and prioritized b) activities or sections of the enterprise not covered in this report , if any (product groups, own products, departments etc.), and why c) how the information was gathered, what sources were used, and which stakeholders have been involved d) whether you have identified areas where information is lacking, and how you are planning to proceed to collect more information about this.

a) The company's procedures for identifying and assessing risks are outlined in internal documents dedicated to this topic. All employees are thoroughly familiar with these procedures.

To map and identify our company's risks, we conduct continuous risk assessments. Our risk report is updated at least annually.

Our risk mapping is based on reports covering relevant production countries, industries, and product groups. The risk assessment also incorporates insights from webinars, courses, and resources, as well as information from stakeholders, third-party audits, certifications, suppliers' self-assessments, and our own experience and discussions with suppliers. If there are significant changes in production, production countries, or other factors that could impact our operations, risk mapping is updated to implement new efforts or preventive actions. The Head of Sustainability and the Managing Director are primarily responsible for conducting and updating the risk assessment. However, this process is communicated to all employees to ensure that due diligence is based on the most current assessments.

We recognize that risks in the first tier are areas where we can have a more immediate impact and make quicker improvements. The prioritized risks in our risk assessment are selected and ranked based on our evaluation of where we, as a business, may have the most significant impact, though not exclusively. We cannot overlook the risks further down the supply chain - such as the extraction of raw materials - and therefore include these in our assessment of salient risks as well. We consider our most salient risks to be associated with our supply chains in China, India, Sri Lanka, Turkey, Pakistan and Thailand.

b) Considering our company's total activity and business, there are some aspects that are not considered in our risk assessment. As example: purchases of freight services, business travels and our daily office tasks. We consider the risks and possible negative effects connected to these purchases as minimum. Furthermore, our possible impact will naturally be limited compared with production we are directly linked to.

c) Our risk assessments are determined and based on:

- Risk mapping by country and product: To be able to do a thorough risk mapping which is customized for our business and activity, we have used a range of tools from RISE Chemical Group, Amfori and Ethical trade Norway to gather and collect relevant data and information. We include a wide range of various resources from NGO's, NPO's and labour unions such as international reports, statistics, official indexes, official regulations and guidelines from authorities which are regularly updated.

- Perspectives and information from webinars and online events are also included and considered continuously.

- Third party audits, certifications and self-assessment reports.

- Physical meetings and video meetings with suppliers.

- *Climate accounting in accordance with GHG protocol. Includes Scope 1 & 2 and all major emission and categories in Scope 3 related directly to Blåbær Production.*

- Our experience and observations made.

- Stakeholder dialogue: We engage with relevant stakeholders whenever necessary, especially for our salient risks. In addressing issues like discrimination in China and India, we collaborate with organizations and individuals who provide valuable insights and updated information for our risk assessment. This dialogue helps us navigate potential dilemmas and challenges, while also serving as a critical voice to drive continuous improvement and action.

- Reducing and restricting the use of chemicals is also an important focus area for us where some stakeholders have been involved as well. The networks Chemicals Group RISE, Chemsec and Substitutionscentrum are highly valuable for us when approaching risks regarding chemical use in our supply chain. Their tools and guidance enable us to stay up to date on new research, guidelines and upcoming legislations related to chemical substances.

- Amfori, Ethical Trade Norway, Amnesty International, IDSN, Médecins Sans Frontières, Barnas Hus Norge and partners in BIOSUSTEX are among other stakeholders we have involved and/or consulted.

When we encounter potential new suppliers, we gather certificates, audit reports, and other relevant information for evaluation. Our experience in comparing these data generally shows that our existing suppliers maintain a high standard of social and environmental performance. Gathering data for comparison provides valuable insights and helps us stay informed on industry developments

d) Through our targeted efforts over several years, long-term business relationships with our first-tier suppliers, and a limited number of these suppliers, we have achieved a comprehensive overview of tiers 1-2, and in many cases, up to tier 5. This has been an ongoing, extensive project, with gradual additions to our supplier requirements at each tier. Our goal is to establish a fully transparent and detailed overview of our entire supply chain.

Supply chains in the textile and footwear industry are complex and lengthy, making it challenging to maintain a qualitative, long-term overview, particularly due to the dynamic nature of these supply chains. Moreover, obtaining detailed and reliable information further down the supply chain becomes increasingly difficult. While factory certifications, certified materials, audits, transaction certificates, and certificates of origin help mitigate risks in the lower tiers, we recognize that these data only reflect the situation at a specific point in time and may change in the future. We must continuously work to maintain an accurate and trustworthy overview of our complete supply chain.

Our focus remains on viscose, rubber, and we will also revisit cotton. These raw materials are associated with significant risks that need to be addressed, and we acknowledge that our current understanding in these areas is insufficient. We will continue gathering more information and adopt suitable certifications as initial steps to mitigate these risks. It's important to note that these risks are primarily associated with our tier 4 and 5 suppliers, where we have limited influence. Viscose and natural rubber together account for less than 8% of our total raw materials.

Overall, we will continue our efforts to increase the number of certified materials and products, as we consider this an important tool for reducing risks.

Indicator

Percentage of suppliers in high risk supply chains that have been mapped



Percentage in table above based on total purchase value.

ADDITIONAL SEVERE IMPACTS

2.A.3 Describe other risks of negative impacts on people, animals, society and the environment that were identified but not prioritized, and how these have been handled.

In addition to the salient risks described above, we have identified the following risks which are monitored and addressed through ongoing measures but are not currently assessed as priority risks.

Recycling of materials

The recycling sector, particularly in informal contexts, carries documented risks related to child labour and weak labour protections. As demand for recycled polyester has increased, we recognize potential exposure within upstream collection stages.

To mitigate this risk, all recycled polyester used in our products must be third-party certified, preferably under the Global Recycled Standard (GRS). Transaction certificates are required to ensure traceability to specific products and seasons. The GRS includes clear social criteria prohibiting child labour, forced labour, and other unacceptable practices at the recycling stage.

While certification reduces risk, potential vulnerabilities at the collection stage remain, and upstream monitoring will continue.

Animal welfare and wool

Animal welfare risks are addressed through strict sourcing requirements. We prohibit wool from sheep subjected to mulesing and require supplier compliance with our Code of Conduct. We source Responsible Wool Standard (RWS) certified wool and collect transaction certificates to ensure traceability and third-party verification.

This reduces risk related to animal welfare and supply chain integrity, although continuous follow-up remains necessary.

Transparency in the supply chain

Despite clear expectations since 2021, some suppliers have initially shown reluctance to disclose full sub-supplier information. Transparency requirements have been strengthened following the Norwegian Transparency Act, and disclosure has improved gradually.

Updated mapping of purchasing practices in 2024 confirmed that increased transparency demands create additional workload for suppliers, particularly towards their own upstream partners. Transparency remains an ongoing focus area, and renewed mapping is planned for 2026.

Worker representation and grievance mechanisms

Effective worker representation and grievance systems remain challenging in several sourcing countries, particularly where risks of non-independent unions exist. We address this through dialogue, monitoring via BSCI audits, and supplier guidance.

Some suppliers have documented structured worker representation processes and shared meeting summaries and improvement plans. We also support Amfori's "Speak for Change" grievance initiative at our Indian supplier and encourage broader participation where possible.

While awareness is improving, assessing the actual effectiveness of these mechanisms remains complex.

Insurance coverage

We continue to observe gaps in employee insurance coverage at some factories, partly due to complex regulatory frameworks in China and variations related to retirement age and migrant workers.

Our minimum requirement is that all workers must be covered by insurance that includes work-related injury and illness. Compliance is followed up in connection with order placements and supplier dialogue.

Fire safety

Fire safety remains an ongoing focus area. Suppliers regularly conduct fire drills and share documentation and training evidence. For factories covered by BSCI audits, fire safety compliance is externally verified.

Monitoring continues to ensure consistent implementation.

Overtime

Excessive overtime during peak seasons remains a structural risk in the textile sector. Audits confirm that overtime compensation is paid correctly, but working hours may exceed recommended limits during busy periods.

To mitigate this, we place orders at least six months prior to shipment to improve production planning and reduce peak pressure. Some suppliers have reduced overtime through management training and improved dialogue with worker representatives. However, external market pressures continue to influence working hour patterns.

Unauthorized subcontracting

Unauthorized subcontracting poses risks to transparency and oversight. It is prohibited in our supply chain. Following one incident in 2023, corrective measures were implemented, including policy strengthening and supplier commitments. The subcontracted facility was audited and later approved. No new incidents were identified in 2025.

Due to early order placements and strengthened controls, this is currently assessed as a lower, but still monitored, risk.



3 Management of salient issues

Cease, prevent or mitigate negative impacts

“Cease, prevent and mitigate” is about managing findings from the risk assessment in a good way. The most salient negative impact on people, animals, society and the environment should be prioritised first. This does not mean that other risks are insignificant or that they are not handled. The way the enterprise is involved in the negative impact is key to taking the appropriate action. Negative impact that the enterprise causes or contributes to must cease, be prevented and be reduced. To address negative impact directly linked to the enterprise, e.g. in the supply chain, the business must use its leverage to influence the entity causing the negative impact to cease, prevent or mitigate it. This involves developing and implementing plans and routines to manage risk and may require changes to the enterprise's own policy documents and management systems. Effective management of the negative impact on people, animals, society, and the environment is a major contribution to the achievement of the Sustainable Development Goals (SDGs).



3. A Cease, prevent or mitigate

3.A.1 Describe goals and progress status for the measures you have implemented to reduce the enterprise's prioritized negative impact

	<p>Deficiencies in chemical handling practices posing potential risks to workers health</p>
<p>Goal :</p>	<p>Eliminate serious HSE risks related to chemical handling in our supply chain. No workers shall be exposed to hazardous chemicals beyond legally permitted exposure limits, in line with International Labour Organization Convention 155.</p>
<p>Status :</p>	<p>Textile production involves the use of chemicals that may pose risks to workers if not handled properly. Risk assessments, audit findings, and industry reports indicate potential deficiencies in chemical handling practices in parts of the supply chain, including incomplete chemical labeling, inconsistent use of personal protective equipment (PPE), and insufficient ventilation systems. No critical incidents have been reported in our own supply chain, but the risk remains relevant and requires ongoing monitoring and preventive measures.</p>
<p>Goals in reporting year :</p>	<p>We strengthened internal competence by participating in courses and webinars related to chemical management. Updated chemical guidance and Restricted Substance Lists (RSL/X-lists) were distributed to all suppliers twice during 2025. These measures primarily address chemical safety in finished products but also contribute to improved general chemical awareness. Distributed revised chemical contract to all suppliers in 2025.</p>

Describe already implemented or planned measures :

- Mapping of relevant tier 2 suppliers involved in chemical processing
- Requirement for availability and use of appropriate PPE, supported by audit verification
- Follow-up of third-party audits, including corrective action plans where needed
- Integration of chemical risk indicators into supplier evaluation and scorecards
- Continued sharing of chemical guidance and supplier-specific requirements

Describe actual or expected results of the measures, as well as goals and activities for the coming reporting year :

These measures are expected to strengthen preventive controls and improve chemical safety management across the supply chain. In the coming reporting period, we aim to complete mapping of all relevant

suppliers and further strengthen verification of PPE availability and chemical handling practices through audits and supplier dialogue.

	Exploitation of workers
Goal :	Strengthen protection of workers' rights and improve labor conditions in lower tiers of our footwear supply chain.
Status :	Risk assessments and industry data indicate elevated risks related to working conditions in lower tiers of footwear supply chains, particularly where indirect supplier relationships reduce visibility and oversight. Key risks include insufficient worker representation, excessive working hours, and gaps in formal employment protections. These risks are primarily linked to structural challenges in lower-tier production and require systematic mapping and follow-up.
Goals in reporting year :	No formalized targets were established for tier 2 suppliers in 2025. However, mapping and integration of tier 2 suppliers into our due diligence system was initiated as a preparatory step.

Describe already implemented or planned measures :

- Mapping of tier 2 suppliers involved in our footwear supply chain
- Redistribution of our Code of Conduct, with requirement for communication and acceptance by relevant sub-suppliers
- Inclusion of tier 2 suppliers in due diligence procedures where feasible
- Follow-up through third-party audits at tier 1 level, including corrective action plans where risks linked to subcontracting or upstream production are identified
- Strengthened supplier dialogue regarding responsibility for cascading requirements upstream

Describe actual or expected results of the measures, as well as goals and activities for the coming reporting year :

These measures are expected to improve transparency and strengthen protection of workers' rights in lower tiers of our supply chain. In the coming reporting period, we aim to complete tier 2 supplier mapping for footwear production, ensure that our Code of Conduct is formally communicated and accepted, and integrate relevant suppliers into our ongoing risk assessment and follow-up procedures

	<p>Risk of financial exploitation with wages below living wage</p>
<p>Goal :</p>	<p>Document and systematically reduce any gaps between living wage benchmarks and actual wages paid, with the objective of progressing toward payment of living wages across our supply chain.</p>
<p>Status :</p>	<p>Risk assessments and wage data indicate that, in some cases, wages may fall below recognized living wage benchmarks. Payment below living wage levels may negatively affect workers' financial security and well-being. These risks are often influenced by broader structural and market conditions and require supplier engagement and gradual improvement over time.</p>
<p>Goals in reporting year :</p>	<p>Living wage has remained a standing topic in supplier dialogue, and our expectations are reflected in our order terms, which require suppliers to work toward ensuring that base wages meet applicable living wage benchmarks. In 2025, we continued collecting wage data and assessing alignment with relevant living wage references.</p>

Describe already implemented or planned measures :

- Collection and review of wage data and applicable living wage benchmarks
- Identification of gaps between actual wages and benchmark levels
- Direct dialogue with suppliers to clarify calculations, expectations, and improvement plans
- Integration of living wage considerations into supplier follow-up and corrective action processes
- Continued use of third-party audit data as a basis for risk identification and follow-up

Describe actual or expected results of the measures, as well as goals and activities for the coming reporting year :

Third-party audits conducted in 2025 identified five of 28 production units where the lowest wage levels were below applicable living wage benchmarks. Corrective dialogue has been initiated with these suppliers. We aim for these suppliers to reduce identified gaps by at least 50% during 2026 and to work toward alignment with living wage benchmarks by 2027. Continued progress will be monitored through ongoing supplier engagement and data collection.

	<p>Risk of forced labour in cotton farming in India and natural rubber production in Thailand, driven by systemic agricultural vulnerabilities, informal sector structures, and reliance on migrant labour.</p>
<p>Goal :</p>	<p>No occurrence of forced labour in our supply chain.</p>
<p>Status :</p>	<p>Credible NGO data, including the Global Slavery Index, identifies elevated risks of forced labour in cotton farming in India, particularly affecting vulnerable caste groups and informal workers. In Thailand, migrant labour in agricultural sectors, including natural rubber, faces structural vulnerabilities due to informal employment and gaps in legal protection.</p>
<p>Goals in reporting year :</p>	<p>Our objective was to source 100% certified natural rubber under the Forest Stewardship Council (FSC) framework. However, recent findings revealed certification uncertainties, requiring strengthened verification and traceability measures.</p>

Describe already implemented or planned measures :

- We have initiated origin mapping of natural rubber to tier 4–5 level and will communicate stricter requirements for valid FSC Forest Management (FM) and Chain of Custody (CoC) certification.
- In parallel, we are expanding supply chain mapping to assess labour conditions and risks affecting migrant workers in upstream agricultural production.

Describe actual or expected results of the measures, as well as goals and activities for the coming reporting year :

These measures will strengthen traceability, certification integrity, and risk identification at raw material level. Our goal is to achieve fully verified and valid FSC-certified natural rubber sourcing during 2026, ensuring alignment with recognized environmental and social standards and reducing forced labour risk in upstream supply chains.

	<p>Environmental risks linked to cotton farming in India and natural rubber production in Thailand, including deforestation, high water use, pesticide application, and monoculture-related biodiversity loss.</p>
<p>Goal :</p>	<p>Minimize environmental impact in our supply chain, with focus on preventing deforestation, reducing water use, limiting hazardous pesticide application, and protecting biodiversity in cotton and natural rubber production.</p>
<p>Status :</p>	<p>Our supply chains are associated with environmental risks including deforestation, soil degradation, water stress, pesticide use, and biodiversity loss. These risks are particularly linked to cotton farming and natural rubber production, where monoculture systems and resource-intensive practices can cause long-term ecosystem damage if not properly managed.</p>
<p>Goals in reporting year :</p>	<p>Cotton: Maintain 100% cotton sourced under the Global Organic Textile Standard (GOTS).</p> <p>Rubber: Achieve 100% certified natural rubber under the Forest Stewardship Council (FSC) framework; however, certification uncertainties identified in 2025 require strengthened verification and traceability.</p>

Describe already implemented or planned measures :

Cotton:

- Continued sourcing of GOTS-certified cotton and engagement with suppliers to maintain certification compliance.

Rubber:

- Initiated origin mapping to tier 4–5 level and introduced stricter requirements for valid FSC Forest Management (FM) and Chain of Custody (CoC) certification.
- Supply chain mapping is also being expanded to improve transparency and verification of upstream production practices.

Describe actual or expected results of the measures, as well as goals and activities for the coming reporting year :

Cotton:

Continued use of GOTS-certified cotton supports reduced pesticide use, improved soil health, and more responsible water management compared to conventional cotton.

Rubber:

Our goal is to achieve fully verified FSC-certified natural rubber sourcing during 2026, strengthening environmental safeguards and reducing risks related to deforestation and biodiversity loss in upstream supply chains.



	Corruption
Goal :	Ensure integrity and reliability of certifications, audits, and supplier data through systematic prevention, detection, and response to corruption risks across our operations and supply chain.
Status :	Corruption remains a salient risk in our supply chain, particularly in relation to the validity of certifications, audit findings, supplier declarations, and traceability data. Corruption may undermine the credibility of schemes such as material certificates, audits, transaction certificates etc. It may further distort fair competition, and weaken safeguards intended to protect workers, the environment, and responsible sourcing practices.
Goals in reporting year :	Continue strengthening transparency and verification mechanisms, and clearly communicate zero-tolerance expectations regarding corruption and data manipulation throughout our supply chain.

Describe already implemented or planned measures :

- Annual internal review of policies and contractual requirements related to anti-corruption and supply chain integrity.
- Explicit zero-tolerance clauses are included in our order terms and supplier agreements.
- Certification validity is subject to risk-based verification, including document review, traceability checks, and follow-up through third-party audits and direct supplier dialogue.

Describe actual or expected results of the measures, as well as goals and activities for the coming reporting year :

These measures strengthen confidence in supplier data and certification integrity, and reduce the risk of false claims or manipulated audit outcomes. In the coming reporting period, we will further strengthen traceability verification and supplier monitoring to ensure a transparent, reliable, and corruption-resilient supply chain.

3.B Other actions related to management of negative impact

3.B.1 Reduction of nature- and environmental impact

Reduction of nature- and environmental impact

Blåbær Production continues to implement measures to reduce environmental impacts related to raw materials, chemical use, and resource consumption. All reported certification shares are based on valid third-party certificates and transaction certificates documenting that the certified materials or products are linked specifically to our purchase orders.

Product durability and circular design

We are increasingly integrating product design considerations into our efforts to reduce environmental impact. Our product development focuses on durability, functionality, and extended product lifetime, particularly for outerwear. Physical performance testing is conducted to ensure products meet defined quality standards, including durability, safety, and functional performance (e.g. weather protection, visibility, and material strength).

Product and material optimisation

We have reduced the number of fabrics, material variations, and colourways across collections to limit resource use, chemical inputs, and production complexity.

Responsible wool sourcing

We maintain 100% sourcing of Responsible Wool Standard (RWS) certified wool. The standard includes requirements related to animal welfare, land management, and environmental practices, contributing to reduced risks linked to biodiversity loss and land use.

Certified cotton

The share of garments containing more than 50% cotton that are GOTS-certified increased from 94% to 97% by quantity (93% to 94% by value). In addition, the use of GOTS-certified cotton is increasing for minor components such as linings and secondary materials, strengthening overall supply chain integrity and reducing risks related to hazardous pesticides and synthetic fertilisers.

Recycled synthetic materials

The share of synthetic garments made with GRS-certified recycled materials decreased from 78% to 72% by quantity (79% to 77% by value). Recycled polyester reduces reliance on virgin fossil resources and generally lowers energy and water use compared to virgin production. The reduced certification share has been identified as an area for follow-up.

Chemical management

The share of fully OEKO-TEX® Standard 100 Class I certified garments increased from 66% to 75% by quantity (58% to 65% by value). In addition, 97% of garments (by quantity) are made exclusively from OEKO-TEX® Class I certified materials. This reduces risks related to harmful chemical residues.

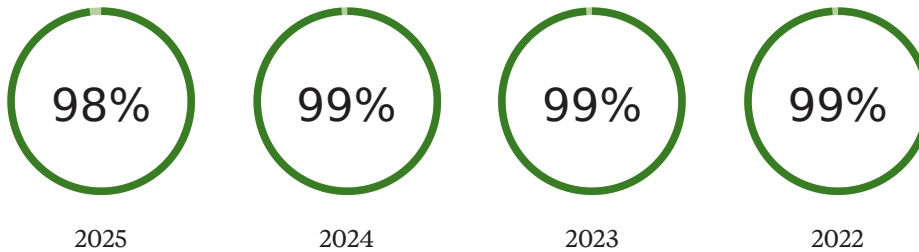
Our chemical management framework, supported by membership in The Chemicals Group (RISE), includes supplier-specific chemical restrictions and biannual updates to ensure compliance.

Certification integrity

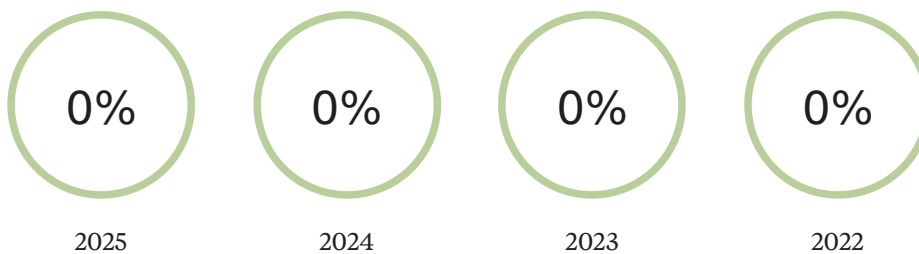
During updated risk assessments, uncertainties were identified regarding the validity and traceability of FSC-certified natural rubber. As a precautionary measure, we currently do not claim FSC certification for rubber components until verification is clarified. FSC-certified paper and cardboard remain part of our sourcing requirements.

Indicator

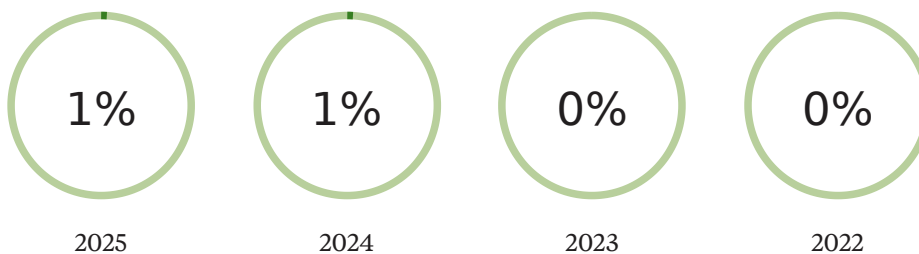
Sea transport



Rail transport

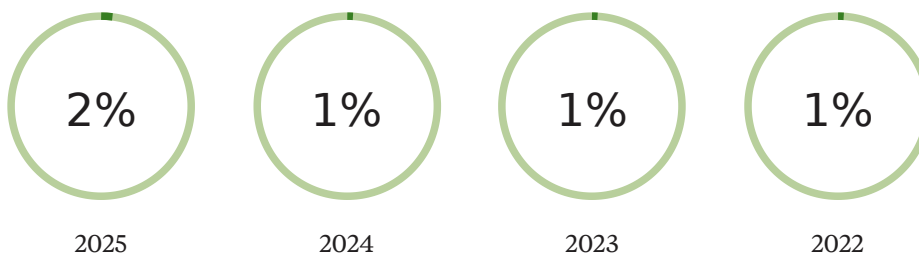


Air transport



Again we faced significant delay from one supplier choosing to send balance goods by air. Air shipment accounted for less than 0,01% of our volume 2025, and less than 0,01% of value.

Road transport



Increased purchase from Turkey leads to small increase in road transport.

3.B.2 Reduction of greenhouse gas emissions

Like most companies in the textile industry, more than 90% of our greenhouse gas emissions fall under Scope 3, primarily related to purchased goods and services, material production, and transportation. This means that our main opportunities to reduce emissions lie in supplier engagement, material choices, and transport optimization rather than in our own direct operations.

Our own operational emissions remain very low. Following the installation of a more energy-efficient heating system in our office in 2024, energy consumption has remained stable at a low level. Further reductions in Scope 1 and 2 emissions are limited due to the small size of our direct operations.

Our main measures focus on reducing emissions in logistics and material sourcing:

- **Sea freight** remains the primary transport method, accounting for approximately 98% of total shipment volume. Sea transport has significantly lower emissions per unit compared to air freight. Air freight is only used when operationally necessary.
- **Freight consolidation** and production planning are systematically used to minimize the number of shipments and avoid unnecessary transport emissions.
- **Implementation of DHL GoGreen Plus** contributes to reducing emissions from the limited air freight that cannot be avoided, through the use of Sustainable Aviation Fuel (SAF).
- **Material selection** contributes to emission reduction, including prioritizing recycled materials where technically and commercially feasible, which generally have lower emissions compared to virgin alternatives.
- **Climate accounting and supplier engagement:** We have completed our 2025 climate accounting in accordance with the GHG Protocol, using supplier-specific primary data where available. Scope 3 emissions account for more than 90% of our total footprint, primarily related to purchased goods, materials, and transport.

Transport emissions are based largely on primary data from logistics providers (e.g. DHL and Collicare). Upstream transport consists mainly of air freight for samples, while downstream transport reflects large-volume shipments by sea. The higher emissions from downstream transport are driven by volume and distance rather than inefficiency.

Where primary data is not available (e.g. certain logistics providers), emissions are conservatively estimated using comparable activity data.

We observe year-on-year emission variations mainly due to changes in activity levels and updated emission factors. Measures such as freight consolidation, production planning, and the use of lower-emission solutions (e.g. SAF through DHL GoGreen Plus) contribute to reducing emissions where alternatives exist. Improving supplier data, transport efficiency, and material choices remains a key priority for reducing emissions across our value chain.

Link to our Climate account report: https://blaber.no/wp-content/uploads/2025/05/Detailed-climate-report-EN_2024_GHG123_emisoft.pdf

3.B.3 Improvements in own purchasing practices

Our purchasing practices are designed to support responsible production, prevent negative impacts on workers, and ensure stable and predictable conditions for our suppliers. Delivery timelines are agreed through direct dialogue with suppliers. Rather than imposing fixed deadlines, suppliers confirm feasible production schedules based on their actual capacity and planning. Our average lead time in 2025 was 222 days, providing sufficient time for material sourcing, production planning, and responsible workforce management. Order volumes are highly predictable, with more than 90% of suppliers receiving volumes within $\pm 10\%$ of previous seasons.

Pricing is established through transparent dialogue and must reflect actual production costs, including compliance with our social, environmental, and chemical requirements. We do not pursue short-term price advantages at the expense of responsible production. Long-term supplier relationships are prioritized to ensure stability and enable continuous improvement.

Our payment terms are structured to avoid creating financial pressure for suppliers. Three suppliers operate without deposit requirements, including one offering this voluntarily based on our long-term relationship. For other suppliers, balance payments are made promptly after shipment and receipt of required documentation, with an average payment time of 17.4 days after departure. One supplier operates with standard net 60-day terms applied equally to all customers. These practices support predictable cash flow and financial stability.

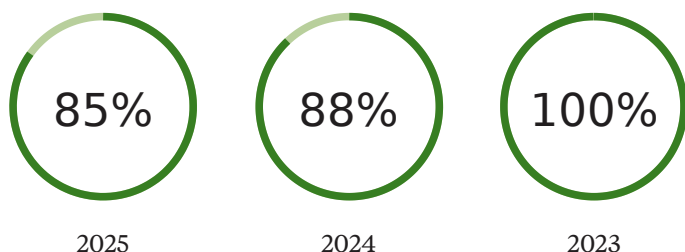
Sustainability requirements are fully integrated into supplier selection, approval, and ongoing evaluation. All suppliers must comply with our Code of Conduct, chemical requirements, and minimum criteria before collaboration begins. Supplier performance is regularly reviewed through audits, certification follow-up, and ongoing dialogue. Suppliers demonstrating transparency, responsible practices, and willingness to improve are prioritized for long-term cooperation.

Purchasing and sustainability functions are closely integrated within our organization. The same team is responsible for supplier dialogue, sourcing decisions, and due diligence follow-up, ensuring that sustainability requirements are consistently communicated, implemented, and monitored.

We continuously work to ensure that our purchasing practices support responsible production conditions and enable suppliers to meet agreed social and environmental standards.

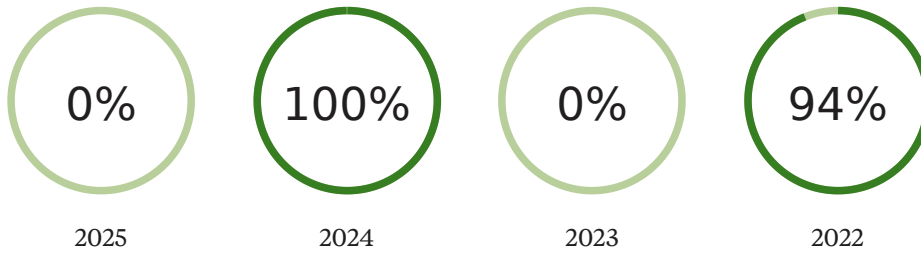
Indicator

Percentage of the company's suppliers with whom the company has had a business relationship for more than three years



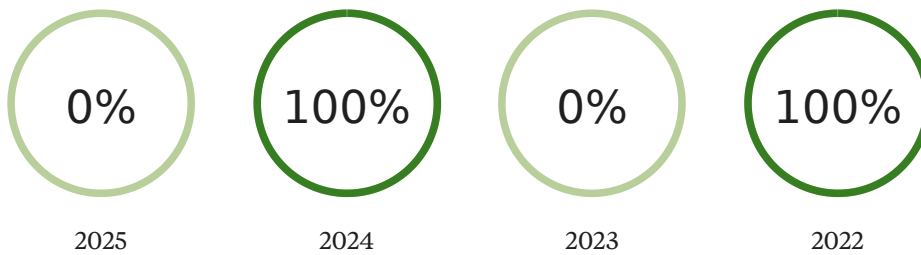
In 2024, 15 out of 17 suppliers had maintained a business relationship for more than three years. In 2025, this number was 12 out of 14 suppliers.

Percentage of our first-tier suppliers who have provided feedback on our purchasing practices



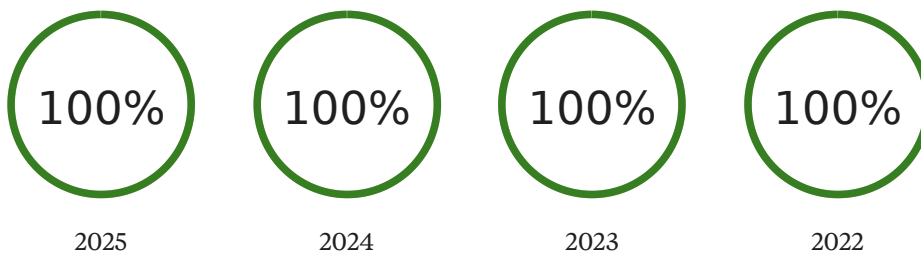
No questionnaire sent our 2025. Next questionnaire is in 2026.

Percentage of our first-tier suppliers who have been asked to provide feedback on our purchasing practices



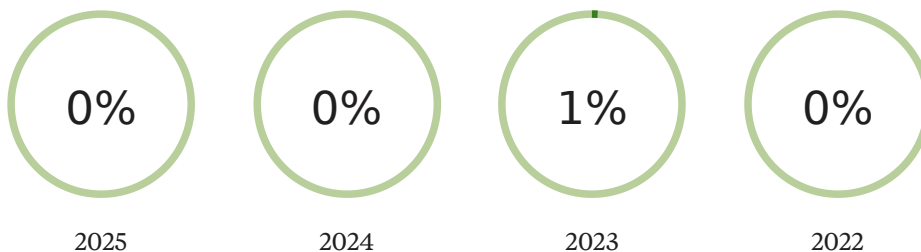
No questionnaire sent our 2025. Next questionnaire is in 2026.

Percentage of first-tier suppliers where we have initiated dialogue on living wages and potential for increasing workers' wages



Living wages are addressed annually with all first-tier suppliers. Enhanced dialogue is conducted with suppliers where wage gaps are identified to support continuous improvement.

Percentage of orders cancelled after the purchase order was issued



No orders cancelled during 2025.

3.B.4 Choice of products and certifications

Blåbær Production's product strategy is centered on functional, durable clothing designed to meet the actual needs of babies and children. Our product portfolio prioritizes outerwear, footwear, and wool base and mid layers that provide warmth, protection, and comfort in demanding weather conditions. These product categories represent the majority of our portfolio and are characterized by durability, technical performance, and long usage periods. This functional focus reduces environmental impact by supporting longer product lifespans, stable demand patterns, and responsible production planning.

In addition, our collections include certified cotton base layers and selected fiber-specific products, all developed with emphasis on safety, functionality, and responsible material sourcing. The overall product strategy is based on necessity-driven use rather than short-term fashion trends, contributing to reduced risks related to overproduction, waste, and supply chain pressure.

Certified materials and components are key tools to ensure responsible production and reduce environmental and social risks. We prioritize recognized third-party certifications such as OEKO-TEX® Standard 100, Global Organic Textile Standard (GOTS), Responsible Wool Standard (RWS), Responsible Down Standard (RDS), Global Recycled Standard (GRS), and Forest Stewardship Council (FSC).

Chemical safety is a core priority, particularly as our products are intended for babies and children. OEKO-TEX® Standard 100 Class I, the strictest classification, is our preferred certification level. This reduces risks related to harmful chemical residues and supports our zero-tolerance approach to PFAS and other hazardous substances. All wool fibers are sourced from Responsible Wool Standard (RWS) certified supply chains, ensuring animal welfare and responsible land management. Cotton materials are primarily sourced as GOTS-certified, supporting organic farming practices and reducing risks related to hazardous pesticides and fertilizers. Recycled synthetic materials certified according to the Global Recycled Standard (GRS) are used where technically appropriate, reducing reliance on virgin fossil resources.

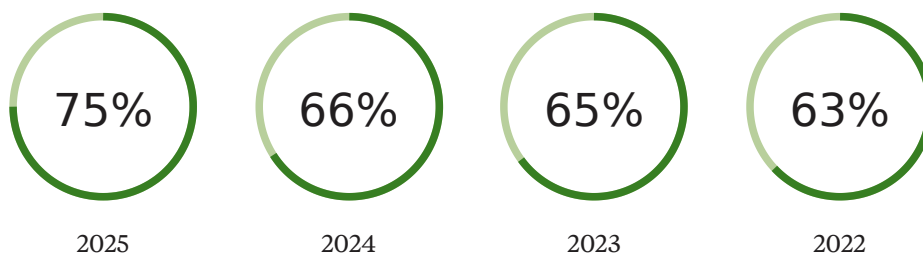
Forest-based materials such as paper and packaging must be FSC-certified to ensure responsible forest management. Where uncertainties regarding certification validity or traceability are identified for our natural rubber, we apply a precautionary approach and do not make certification claims until verification is confirmed.

All certification claims are verified through valid third-party certificates and transaction documentation linked to our purchase orders. Certifications are integrated into our broader due diligence framework, alongside supplier requirements, chemical management systems, and ongoing monitoring.

Our combination of functional product design, responsible material selection, and verified certification systems contributes to reducing environmental and social risks across our product life cycle.

Indicator

Percentage of garments certified with OEKO-TEX® 100 class I

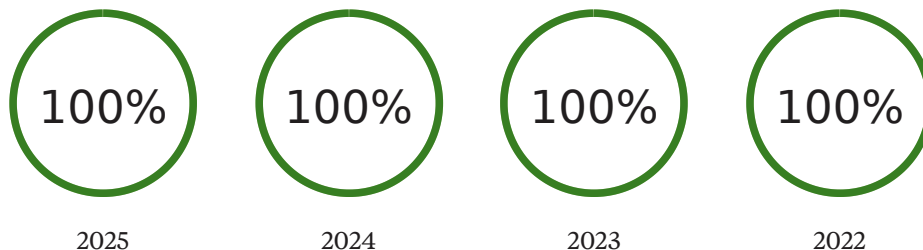


The percentages represent the share of purchased Reflex™ and Nurk® garments that are certified according to OEKO-TEX® Standard 100, Class I.

In 2025, 75% of total purchased garments were fully certified. Several non-certified suppliers operate under our strict material requirements, using exclusively OEKO-TEX® certified materials in accordance with our specifications.

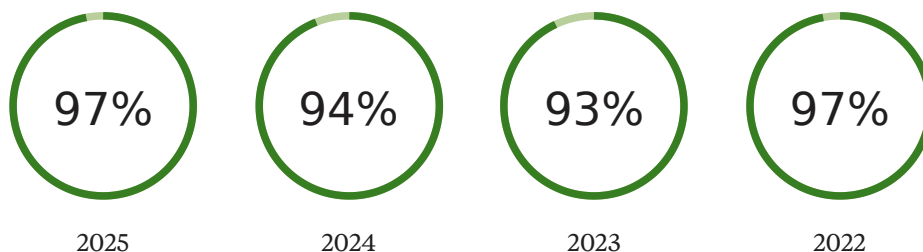
As a result, 97% of our 2025 garment volume (measured by both quantity and purchase value) was either fully certified or produced entirely from OEKO-TEX® certified materials.

Percentage down garments with RDS certified down



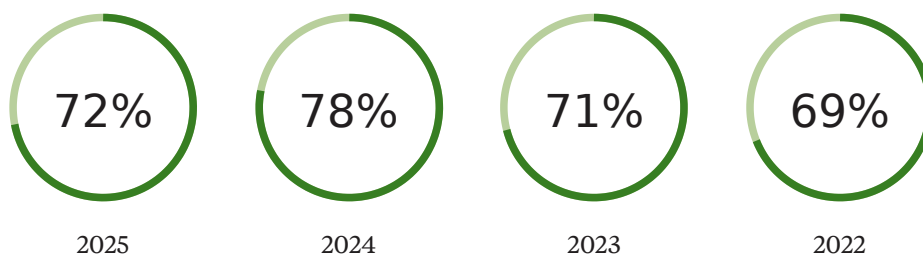
Percentage garments which content RDS down by number out of total qty containing down.

Percentage cotton garments made with certified organic cotton



Cotton garments with composition of min. 50% cotton, made by certified Organic cotton (GOTS and OCS 100).

Share of syntethic garments made by at least 65% certified recycled materials



Garments included in above values are: technical outerwear, PU rainwear, fleece midlayer, polyester baselayer and swim wear.

3.B.5 Actively support free trade union organisation and collective bargaining, or where the law does not allow it, actively support other forms of democratically elected worker representation

Ensuring effective worker representation remains one of our minimum requirements for all suppliers. Where freedom of association is restricted by law, such as in China, we require suppliers to establish democratically elected worker committees to ensure structured dialogue between workers and management. Worker representatives must be freely elected, accessible to all employees regardless of role, gender, or background, and able to perform their functions without interference. We recommend at least one representative per 50 workers to ensure adequate access and communication.

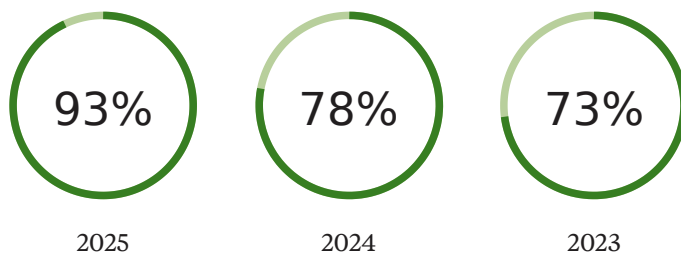
During 2025, we observed significant improvements in this area. The share of production units with established and functional worker representation increased to 93%, compared to 78% in 2024 and 73% in 2023. All worker committees and representatives are verified through independent third-party social audits. In addition, during our own factory visits, we met directly with worker representatives, confirming that elections have been conducted and that representatives are known to workers and management. In several factories, multiple representatives are elected, further strengthening internal communication structures. In some cases, election processes and representative roles have also been formally documented and shared with us.

Our direct engagement has reinforced our understanding of the importance of functional worker representation, particularly in regions where independent trade unions are not permitted. We actively communicate expectations, provide guidance, and follow up with suppliers where improvements are needed. In cases where suppliers have demonstrated insufficient progress or unwillingness to establish proper representation, this has been a contributing factor in our decision to discontinue collaboration.

While progress has been encouraging, we recognize that establishing effective worker representation is an ongoing process. We will continue to prioritize this area through regular follow-up, supplier dialogue, and verification through audits and on-site visits, to ensure that worker representation functions as intended and contributes to responsible and transparent working conditions.

Indicator

Percentage of suppliers with worker representation other than trade union



Our quantification is based on both 3rd party audits and our own visits to factories meeting many of the elected representatives.

3.B.6 Contribution to development, capacity building and training internally and of suppliers and workers in the supply chain

Capacity building and competence development remain central elements of our responsible business conduct. We actively support both our own organization and our suppliers through structured guidance, formal training requirements, and ongoing dialogue.

Internal capacity building

In 2025, formal competence requirements were implemented for all employees. Each employee must complete 1.5–2 working days of annual external training on responsible business conduct or related topics, with 100% completion achieved in 2025. Key learnings are systematically shared in team meetings to ensure integration into design, sourcing, and supplier management decisions. Employees are encouraged to exceed the minimum requirement, supported by allocated work time, financial incentives, and professional recognition, strengthening our overall due diligence capacity.

Supplier capacity building

Through our membership in RISE Chemicals Group, suppliers receive biannual updates on chemical requirements, including regulatory developments and safer alternatives. Ongoing dialogue supports substitution and early compliance.

Training through amfori remained a priority in 2025. Suppliers were required to complete training under the BSCI and BEPI frameworks. During the year, 64% of first-tier suppliers completed at least one course, 50% completed two or more, and 42 courses were finalized in total.

Implementation of the BEPI environmental self-assessment tool progressed, with 50% of commercial suppliers (36% of production sites) completing the assessment. Follow-up procedures will be strengthened in 2026.

We also support suppliers in establishing functional worker representation through guidance, monitoring, and continuous dialogue.

3.B.7 Combatting corruption and bribery in own enterprise and supply chain.

Blåbær Production maintains a zero tolerance for corruption and bribery. This commitment is formally defined in our business policy, Code of Conduct, and supplier requirements. These documents clearly prohibit any form of bribery, facilitation payments, falsification of documents, or other unethical business practices.

Anti-corruption is regularly discussed internally and is an integrated part of our company culture and decision-making processes. During 2025, our new employee received structured introduction and training in our policies, including a detailed review of anti-corruption principles, expectations, and practical implications. This ensures that all employees understand the importance of integrity, transparency, and responsible conduct in daily operations and supplier interactions.

Our anti-corruption expectations are clearly communicated to all suppliers through our Code of Conduct, policies, and ongoing dialogue. We maintain direct relationships with suppliers and prioritize transparency, traceability, and documented verification of certifications and production conditions. Factory visits, document verification, and continuous supplier dialogue are important measures to reduce corruption risks and strengthen supply chain integrity.

We remain aware that corruption risks are present in global supply chains and require continuous attention. We therefore emphasize long-term relationships, transparency, and systematic follow-up to reduce risk and support responsible and ethical business practices throughout our supply chain.

3.B.8 Other relevant information concerning the enterprise's work to reduce, prevent, and manage negative impact

Our approach to responsible business conduct is guided by the OECD Guidelines for Multinational Enterprises and the UN Guiding Principles on Business and Human Rights (UNGPs), which form the basis for our due diligence efforts. In addition to supply chain due diligence, we implement complementary measures that contribute to reducing environmental impact and supporting human rights globally.

Business travel

We prioritize digital meetings to reduce transport-related emissions. When physical attendance is required, we select lower-emission travel options where feasible, including train and bus for domestic travel.

Resource efficiency and sample management

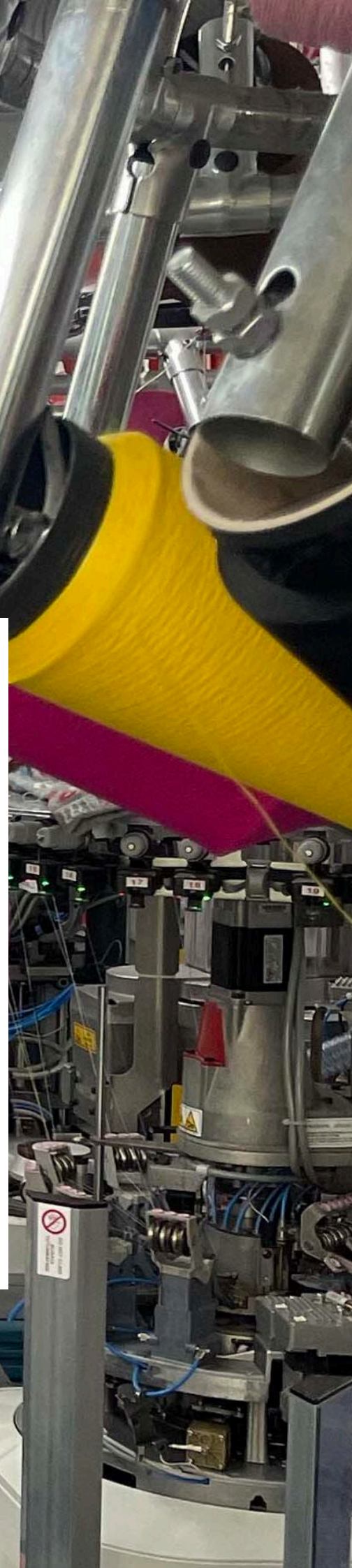
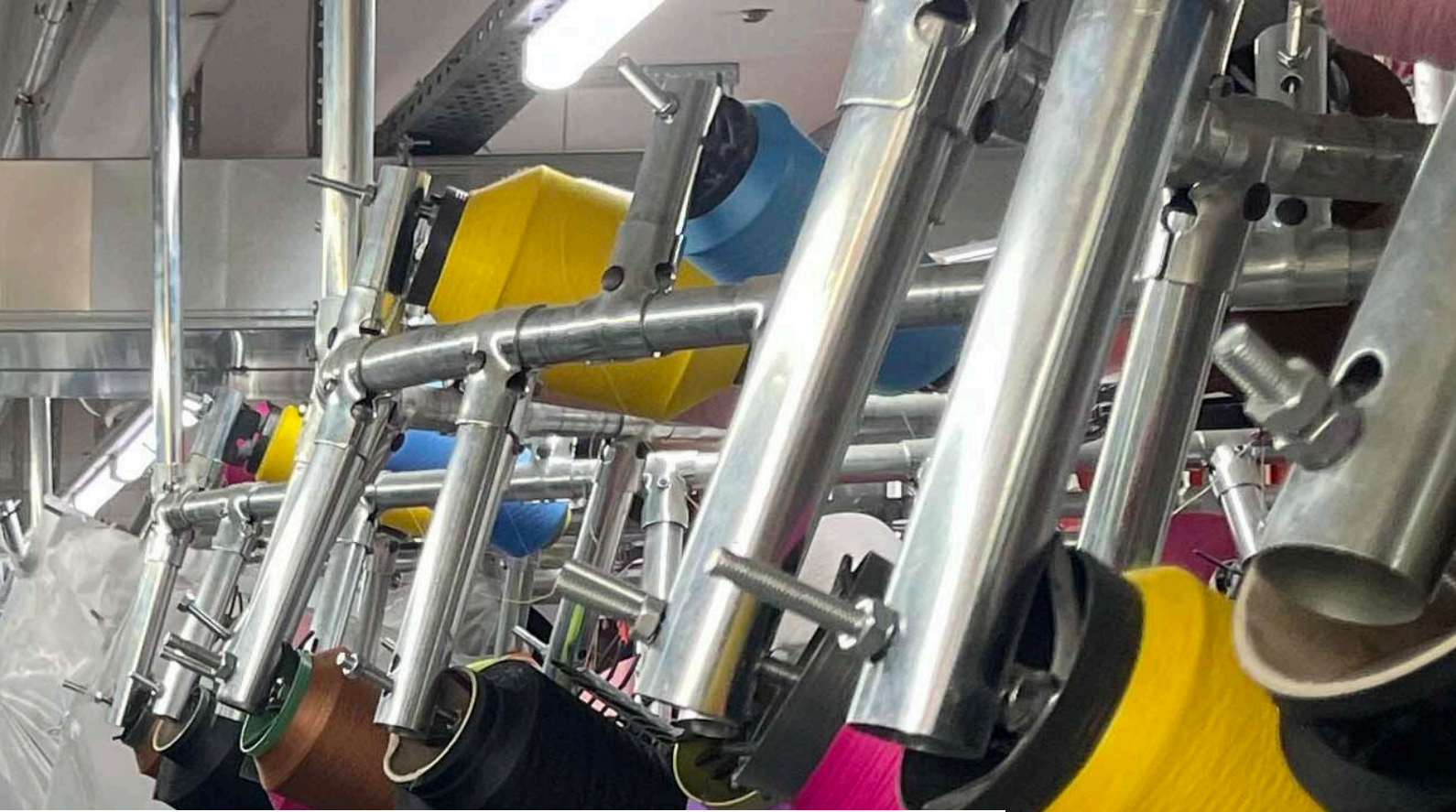
We work systematically to reduce sample usage in product development to conserve materials and limit freight emissions. While client requirements influence total volumes, minimizing unnecessary sampling remains an integrated practice. Remaining samples are collected after production and donated through SAS Juleflyet, supporting vulnerable children and families in need. The majority of donated garments and samples are directed to families in Eastern Ukraine, including households affected by the ongoing conflict, helping provide essential support to those in urgent need.

Support to human rights and humanitarian initiatives

As part of our broader commitment to responsible business conduct and respect for human rights under the UNGP framework, we provide annual financial support to independent organizations working to protect human rights and deliver humanitarian assistance.

- In 2022, we contributed NOK 100,000 to Amnesty International.
- In 2023 and 2024, we contributed NOK 100,000 annually to Médecins Sans Frontières.
- In 2025, we supported both organizations, contributing NOK 50,000 to Amnesty International and NOK 100,000 to Médecins Sans Frontières.

While financial contributions do not replace our responsibility to prevent and mitigate adverse impacts in our own operations and supply chain, they represent a complementary measure supporting independent human rights advocacy and humanitarian response.



4

Track implementation and results

Tracking implementation of actions and results relates to measuring the effects of the systematic approach and own work in each step of the due diligence process, showing whether the enterprise conducts sound due diligence work. The enterprise needs to have procedures and routines in place in order to uncover and critically assess own conclusions, prioritizations and measures that have been made as part of the due diligence process. For example, is mapping and prioritisation of salient issues done in a scientifically sound and credible way? Does it reflect the actual conditions in the supply chain? Do measures aimed at ceasing, preventing and reducing the enterprise's negative impact work as intended? Is negative impact remediated where relevant? This may apply to measures taken by the enterprise alone or carried out in collaboration with others. The enterprise's experiences from working on due diligence should be used to improve procedures and routines in the future.



4.A. Track and assess

4.A.1 Describe a) assignment of responsibility for tracking the effect and result of implemented measures, as well as how the tracking is carried out in practice, b) who is responsible for evaluating the enterprise's implementation and work with due diligence, and how the evaluation is carried out in practice.

a)

At Blåbær Production, the CEO holds overall responsibility for tracking the effects and results of sustainability and due diligence measures. Responsibilities previously led by the Head of Sustainability have been integrated across the organization to ensure continuity and resilience. Tracking is embedded in daily operations and purchasing practices, with a combination of proactive monitoring, structured tools, and stakeholder engagement.

Key activities include:

- Early design and development processes – planning materials and colors to minimize environmental impacts from dyeing and production.
- Utilization of leftover fabrics – introducing products made from stock fabrics to reduce waste and promote circular material use.
- Supplier data collection and organization – managing supplier information, certifications, and audit reports using the Amfori platform (BSCI and BEPI frameworks).
- Supplier visits – conducted at least twice per year to verify compliance with social and environmental standards, documented through structured visit forms.
- Purchasing practices questionnaires – assessing how suppliers are affected by company processes and identifying opportunities for improvement.
- Stakeholder dialogue – ongoing engagement with NGOs, NPOs, suppliers, customers, and factory workers to identify salient risks and guide improvements.

This integrated approach helps us that monitoring is systematic, continuous, and embedded across functions, rather than dependent on a single specialist role.

b)

The CEO is responsible for evaluating the enterprise's implementation of due diligence measures. Evaluations are conducted through a combination of:

- Regular follow-ups within daily operations and purchasing decisions.
- Internal sustainability KPIs, which track performance trends over time and identify areas for improvement.
- Use of the Amfori platform (BSCI and BEPI), supporting evaluation of suppliers' social and environmental performance.
- Supplier visits and questionnaires, providing both qualitative and quantitative insights into practices on the ground.
- Stakeholder feedback, including input from NGOs, NPOs, and other partners, which informs continuous improvement in policies and practices.

This structured evaluation process supports continuous assessment of both internal practices and supplier collaboration, helping us strengthen accountability and further align with responsible business conduct principles.

4.A.2 Describe how you track the effect, and/or demonstrate the probability of effect, of measures taken to reduce negative impact.

Blåbær Production tracks the effect of its responsible business conduct measures through a combination of systematic monitoring, supplier engagement, and KPI-based evaluation. The CEO holds overall responsibility, supported by integrated routines across the organization. Tracking is continuous and occurs whenever new information becomes available, complemented by structured annual reviews.

Tracking practices and tools

- **Audits and certifications:** BSCI, Sedex, BEPI, and certification bodies are reviewed upon receipt. Follow-up questions and feedback are primarily addressed in person during supplier visits, which are conducted in China, Turkey, and other production locations.

- **Supplier engagement:** Questionnaires and face-to-face dialogue gather insights on purchasing practices, operational challenges, and improvement opportunities.

- **Internal KPIs:** Selected KPIs linked to salient risks monitor progress in supplier compliance, material use, and internal operational improvements.

- **Platforms and data tools:** The Amfori platform and other third-party resources provide structured data on supplier performance, complemented by internal documentation.

- **Seasonal testing requirements:** Before each production season, tech-packs specify chemical, physical, and PPE-related testing based on internal risk assessments. This ensures suppliers:

1. Are aware that monitoring occurs,
2. Can include testing costs in quotations,
3. Pay extra attention to quality and compliance.

Over multiple seasons, these testing requirements have contributed to improved physical quality, stability, durability, and safety of products, while simultaneously building internal and supplier knowledge and expanding our testing database.

Observed outcomes and trends

- Increased supplier awareness of transparency and responsible practices, with most suppliers now actively providing information on sub-suppliers.

- Gradual adoption of OEKO-TEX® certified materials and improvements in chemical management, reflecting reduced risk of non-compliance.

- Supplier feedback highlights that early order placement, predictable terms, and clear communication contribute to safer working conditions and more efficient production.

- **Impact of testing requirements:** Repeated seasonal testing has led to measurable improvements in product quality, stability, and safety, while also strengthening supplier competence and internal knowledge.

Probability of effect

- Long-term business relationships, systematic monitoring, and regular engagement with suppliers increase the likelihood that measures lead to meaningful reductions in negative social and environmental impacts.

- KPIs, audits, and certifications provide quantitative and qualitative evidence that interventions — such as training, supplier guidance, and transparent purchasing practices — support positive change.

Limitations and continuous improvement

- Some risks remain in lower tiers (tier 4–5) and in raw materials such as viscose, rubber, and cotton, where influence is limited and information is less comprehensive.

- We continue to strengthen oversight through risk mapping, certifications, supplier dialogue, and targeted measures to improve transparency and responsible practices throughout the supply chain.

Through this structured and integrated approach, Blåbær Production monitors the effects of its measures, adapts its actions, and supports continuous improvement in line with responsible business conduct principles.



5

Communicate how negative impacts are addressed

A prerequisite for good external communication on due diligence for responsible business conduct is that it builds on concrete activities and results. Enterprises should make relevant documents concerning due diligence publicly accessible, i.e. policies, codes of conduct, guidelines, processes and activities related to identifying and handling the enterprise's actual and potential negative impacts on people, animals, society and environment. Communication should include information about how the risks have been identified and handled, as well as the effect of the measures/activities. The Transparency Act (Åpenhetsloven) §5 requires companies to publicly account for their human rights due diligence on an annual basis.



5.A External communication

5.A.1 Describe how the enterprise communicates with affected stakeholders about managing negative impact

Blåbær Production maintains structured communication with stakeholders affected by our operations, particularly suppliers, workers, and business partners.

When actual negative impacts or non-conformities are identified - such as gaps in worker insurance coverage, wage levels, occupational health and safety, or other labour conditions - these are formally communicated to factory management through audit reports, corrective action plans, and direct dialogue. Suppliers are required to implement corrective measures within defined timelines, and progress is monitored through documented follow-up, additional verification, and subsequent audits where relevant.

Worker representation structures constitute an important communication channel between workers and management. Third-party social audits conducted through Amfori BSCI include confidential worker interviews in local languages, ensuring that workers' perspectives are captured independently. We recognize that establishing effective worker representation is an ongoing process. We will continue to prioritize this area through regular follow-up, supplier dialogue, and verification through audits and on-site visits, to ensure that worker representation functions as intended and contributes to responsible and transparent working conditions.

Our internal due diligence procedures require that identified adverse impacts are addressed without delay. Relevant stakeholders are informed, corrective measures are defined, and follow-up continues until the issue is resolved or appropriately mitigated.

To prevent negative impacts, we maintain regular dialogue with suppliers regarding our Code of Conduct, legal requirements, and expectations related to labour conditions and responsible business conduct. Our Code of Conduct is translated into relevant local languages and made available at factory level to ensure accessibility for workers.

We also communicate our due diligence work and identified risks through annual public reporting and ongoing dialogue with customers and business partners. These measures support transparency and ensure that affected stakeholders are informed and that corrective actions are implemented and monitored.

5.A.2 Describe how the enterprise publicly communicates its own work on identifying and managing negative impact/harm

We communicate how we work with due diligence and responsible business on our web site <https://blaber.no/vart-samfunnsansvar/>

Our annual report on Ethical Trade is also publicly available on the same page as well as on Ethical Trade Norway's webpage. This document work as an important tool to provide business partners and stakeholders insight in our work, progress and challenges related to our salient risks.

We are also participating in discussions, webinars and workshops with other actors in the industry to share experiences and advice. We believe that these kinds of collaborations and sharing of experience are important to reach common goals as well as push each other in the right direction.

5.A.3 Describe the enterprise's routines for answering external inquiries related to the information requirement imposed by the Transparency Act

Blåbær Production has established internal routines for handling external inquiries related to due diligence and responsible business conduct, in line with the intentions of the Norwegian Transparency Act.

All inquiries from customers, consumers, or other stakeholders are handled by the Managing Director, who is responsible for due diligence and Transparency Act follow-up. Requests are registered, assessed, and answered as soon as possible and within the statutory deadline. Where necessary, relevant information is collected from internal records and suppliers to ensure accurate and complete responses.

Although Blåbær Production is currently below the formal legal threshold, we have voluntarily implemented routines aligned with the Transparency Act and consider transparency an essential part of responsible business conduct.



6

Provide for or cooperate to ensure remediation when appropriate

Once an enterprise has identified that it has caused or contributed to negative impact on people, animals, society or the environment, the enterprise must provide for, or cooperate in, remediation. Remediation may involve financial compensation, a public apology or other ways to remediate the negative impact. Another aspect of remediation is that companies should provide for, or cooperate with legitimate complaint mechanisms, to ensure that workers and/or local communities can raise complaints and be heard.



6.A Remediation

6.A.1 Describe the enterprise's policy for remediation of negative impact

Blåbær Production's policy for remediation is defined in our Policy for Responsible Business Conduct and implemented through our internal due diligence procedures. If we identify that we have caused or contributed to negative impacts on people, society, animals, or the environment, we commit to stopping or mitigating the activity and ensuring appropriate remediation.

Remediation may include corrective action plans, supplier dialogue, compensation where relevant, and measures to prevent recurrence. When adverse impacts are identified in our supply chain through audits, site visits, or other assessments, suppliers are required to implement corrective actions within defined timelines. Progress is monitored through follow-up, documentation, and ongoing dialogue.

Our approach prioritizes improvement and responsible resolution. If adequate corrective actions are not implemented, we will reassess the business relationship. All cases are documented to ensure accountability and continuous improvement.

6.A.2 If relevant, describe cases of remediation in the reporting year

During the reporting period, we addressed cases where remediation or corrective action was required.

Living wage adjustments

We identified gaps between audit-reported living wage benchmarks and actual wage levels in 5 of 28 factories. These discrepancies were identified through review of wage documentation and dialogue with suppliers, revealing differences between benchmark interpretations and actual payroll data.

The issue was addressed through direct engagement with factory management to clarify calculation methods, benchmark references, and expectations. In several cases, discussions resulted in a shared understanding of the identified gaps and the need to review wage structures internally.

Four factories have since implemented wage adjustments. In two cases, significant increases were made, substantially reducing the identified gap. Two additional factories have implemented partial adjustments, and follow-up is ongoing to assess the effect. In one case, management committed to further reviewing wage data and accounting structures before determining additional measures. Dialogue remains ongoing.

We recognize that living wage implementation is complex and influenced by inflation, benchmark methodology differences, and structural market factors. While individual buyers cannot resolve these systemic challenges alone, we use our leverage to promote transparency, encourage wage reviews, and support gradual progress over time.

Certification integrity – natural rubber

During updated due diligence assessments, uncertainties were identified regarding the validity and traceability of FSC-related claims for natural rubber components sourced in 2025. Although formally identified shortly after the reporting period, the issue relates to 2025 production and is therefore included here.

As a precautionary measure:

- All FSC certification claims related to the affected materials were suspended.
- Suppliers were contacted to clarify documentation and traceability.
- Verification processes are ongoing to determine corrective measures.

This case remains under review. Applying a precautionary approach where certification integrity cannot be fully verified reflects our commitment to transparency and responsible claims management.

These cases demonstrated the importance of verification beyond formal audit results and strengthened our follow-up procedures.

6.B. Ensure access to grievance mechanisms

6.B.1 Describe what the enterprise does to ensure that employees and other stakeholders, especially impacted workers and local communities have access to whistleblowing systems and grievance mechanisms

Blåbær Production does not operate its own independent grievance mechanism but relies on supplier-level systems and recognized third-party frameworks to ensure that workers and other rights-holders can raise concerns.

Our Indian supplier participates in Amfori Speak for Change, a grievance mechanism linked to the Amfori BSCI framework, enabling confidential reporting through multiple channels. No cases were reported in 2025. The supplier has demonstrated openness and willingness to strengthen internal systems, including participation in Amfori's Trade & Sustainability Workshop in New Delhi in October 2025 and a follow-up event on 20 January 2026 focusing on strengthening factory-level grievance mechanisms. We consider this supplier a constructive partner and a potential reference case when encouraging similar initiatives with other suppliers.

All first-tier suppliers are required to establish internal grievance mechanisms and freely elected worker representatives. Functionality is assessed through Amfori BSCI audits, including confidential worker interviews conducted in local languages, as well as through corrective action follow-up and supplier dialogue.

We have not yet expanded Speak for Change to suppliers in China or Turkey due to internal reprioritization during 2025. This remains an area for further development.

We recognize that formal mechanisms alone do not guarantee that workers feel safe raising concerns. We therefore continue emphasizing transparency, local-language communication of our Code of Conduct, and independent third-party verification as part of our due diligence efforts.

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