

# Kid / HEMTEX

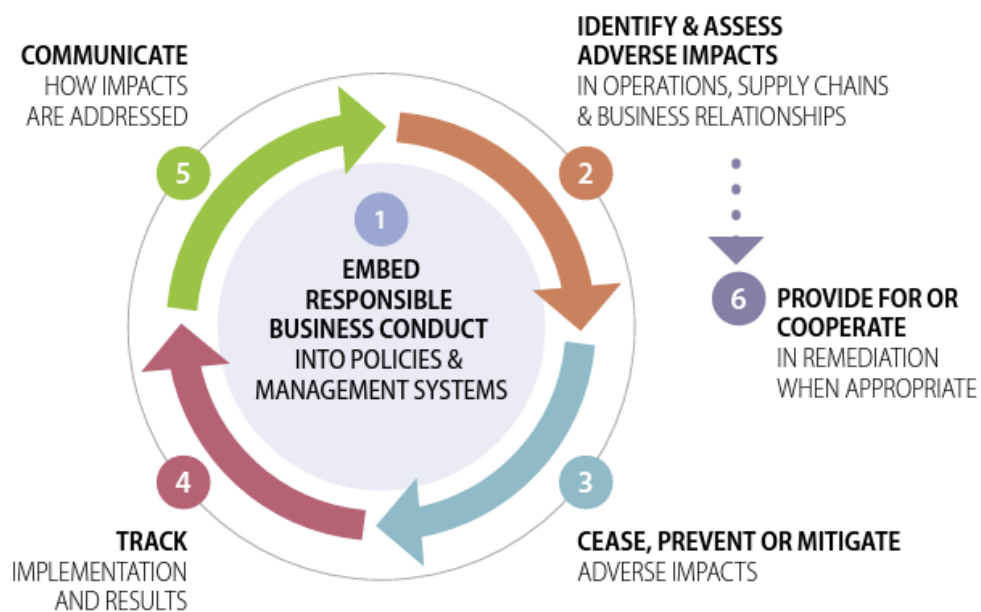


Due Diligence Report  
Kid ASA 2024-2025

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The Kid group shall ensure a safe and transparent supply chain. Through concrete and honest due diligence assessments, the most significant risks in the supply chain must be identified, prevented, limited and if needed accounted for and remediated. Through the Transparency Act<sup>1</sup> requirements are set on how the Group as an actor in the Norwegian market must carry out and report the due diligence assessments, in relation to OECD guidelines for responsible business conduct<sup>2</sup>.



<sup>1</sup> LOV-2021-06-18-99 Act relating to enterprises' transparency and work on fundamental human rights and decent working conditions (Transparency Act)

<sup>2</sup> <https://www.oecd.org/investment/due-diligence-guidance-for-responsible-business-conduct.htm>

## 0 General information

### 0.1 Company overview

*Company name:* Kid ASA (Kid Group or the Group)

*Visiting adress:* Gilhusveien 1, 3426 Gullaug, Norway

*Supplier risk reporting period:* 01.05.24-30.04.25

*Revenue FY 2024:* 3,785 MNOK

*Employees FY 2024:* 2,273<sup>3</sup>

*Business structure:* The Kid Group offers a full range of home and interior products, including textiles, curtains, bed linens, furniture, accessories, and other interior products. The Group design, source, market and sell these products through own operated stores as well as through Kid`s online sales platforms. A total of 288<sup>4</sup> stores are located in Norway(158), Sweden(115), Finland(8) and Estonia(7).

### 0.2 Supply chain overview

In the upstream supply chain, spread across Europe and Asia, the Group encounter a wide variety of risks related to human rights and decent working conditions during the production of goods. The Group have assessed a lower risk of severe human rights breaches in the close relationships (tier 1) and higher risk further upstream (tier 2-4).

|  |  |
|--|--|
| The Upstream value_chain consists of a variety of activities to products to the Kid Group. The Group outsources all manufacturing, which emphasizes the importance of close collaboration with suppliers to support their sustainability efforts | Tier 4 – Raw Material Production, <i>Extraction, farming and/or production of raw materials.</i>               |
|  | Tier 3 – Raw Material Processing, <i>Raw Materials are processed into yarn and other intermediate products</i> |
|  | Tier 2 – Material Production, <i>Fabric, Trim, and other components are produced</i>                           |
|  | Tier 1 – Finished Products, <i>Assembly and manufacture of final products</i>                                  |

The structure of the supply chain varies significantly by country. In Pakistan and Bangladesh, the suppliers typically operate with vertically integrated models, where tiers 1 through 3 are managed within the same company. This setup allows for more streamlined oversight and coordination across the production process. In contrast, the two largest sourcing countries—China and India—primarily operate with horizontally structured supply chains. Here, each

<sup>3</sup> Employees in total 2024.

<sup>4</sup> Year end 2024, including franchise stores.

stage of production is often handled by separate, specialized companies. This fragmentation makes due diligence more complex and requires additional effort to ensure transparency and compliance across all tiers.

The Kid Group recognizes the importance of collaboration with the suppliers to monitor and support their social responsibility initiatives, particularly in relation to human rights, labor conditions, environmental impact, and business conduct. An important part of its work is to create a good dialogue and understanding with the factory's management so that non-conformity's can be corrected and mitigated in a systematic and sustainable manner. The Group is committed to being a responsible member of the communities where the Groups suppliers operate and contributing to positive change. Instead of terminating collaboration with suppliers that do not meet requirements, the Group aims to find good solutions and work for continuous improvements in collaboration with the suppliers.

### 0.2.1 Suppliers

*Procurement practice:* All procurement is made from the headquarter in Lier, Norway, and consist of ready-made goods. Follow-up of goods purchases and the value chain is done from headquarters. Kid ASA has no sourcing office.

In this report, the term 'supplier' refers to Tier 1 suppliers, companies from which the Kid Group directly purchases goods. A single supplier may operate multiple factories. Only suppliers delivering physical products that are part of the assortment or reach the customers are included in this assessment; service providers are excluded. Approximately 20% of sourcing is conducted through trading<sup>5</sup> companies and 30% through agents<sup>6</sup>. The Group is actively consolidating its supplier network to gain better control over social performance. This process is guided by ongoing evaluations of each supplier's contribution and relevance to the assortment.

In 2024, the Group initiated a comprehensive mapping of all tier 1 factories and began linking them to specific purchased goods. This effort significantly expanded the scope of monitoring and nearly doubled the number of factories to monitor. By the end of the year, the Kid Group had 238 suppliers and in addition 169 factories. The total number of production sites monitored reached 367. A complete list of all sites used is shared at the Kid website<sup>7</sup>. The Group also uses traders and similar buying offices. These offices don't need audits, as there is no production of goods here, but the production site must have one. This is why the number of monitored sites is lower than total number of suppliers and factories. Some suppliers don't have production but will be counted as a supplier in the ERP system because the Group place orders there.

By focusing on the top 80% of suppliers by order value, Kid can prioritize efforts where they will have the greatest impact. This approach allows the Group to identify which suppliers to concentrate on and where the Group has the highest impact to drive change through

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<sup>5</sup> Trading companies are acting as a intermediary between the Group and the factory, and do not produce goods themselves. Trading companies get paid directly by the Group.

<sup>6</sup> Agents acts as a communication channel between the Group and the factory. The agents do not get paid by the group directly.

<sup>7</sup> [Active Suppliers 2024.xlsx](#)

continuous improvement work. While all suppliers are subject to a general risk mapping and minimum requirements, the Group's process begins with a top-down approach based on order value. The Group monitors the top 80% of suppliers separately from the full supplier base. This strategy reduces operational strain and enables more thorough screening where most of the orders are placed. Additionally, it fosters stronger business relationships with the key suppliers and their associated factories.

Of the 238 active suppliers in the reporting period 01.05.2024 to 31.04.2025, 58 suppliers account for approximately 80% of the Group's total sourcing value. In 2024, 52 (90%) of them had an updated social audit, and all 58 (100%) maintained a valid Sedex membership. Of the 58 suppliers of the total top 80% - 96% of the sourced value to production sites had a valid social audit. One supplier could have multiple production sites.

Across the full supplier base, 190 (80%) were screened through the Sedex platform, and 86% of total number of production sites had a valid social audit in place. The valid social audits cover 93% of the Group's total sourced value.

Despite the significant update to factory data in 2024, the Group's supplier screening process continues to ensure strong oversight of social audits and supports due diligence efforts across the supply chain. Read more about this in sector 1.5.

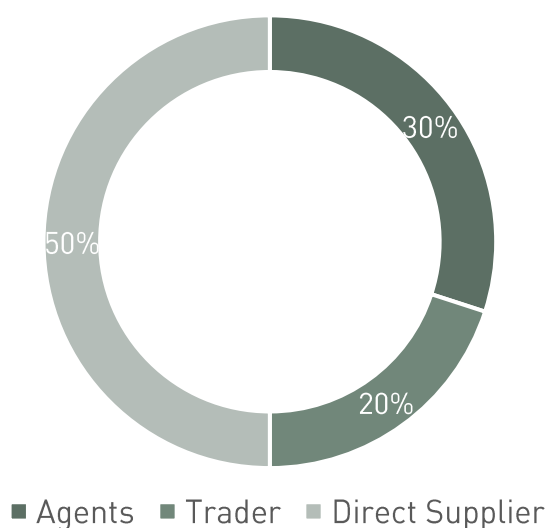
Number of active suppliers



Number of sourcing countries



Number of active factories



| Sourcing country          | Risk category | Number of suppliers incl. Trading companies | Share of sourced volume | Suppliers in top 80% | Number of factories |
|---------------------------|---------------|---|-------------------------|----------------------|---------------------|
| CHINA                     | High          | 97  | 37,5 %                  | 22                   | 131                 |
| INDIA                     | High          | 33  | 18,0 %                  | 8                    | 2                   |
| PAKISTAN                  | High          | 14  | 16,2 %                  | 8                    | -                   |
| BANGLADESH                | High          | 6   | 4,8 %                   | 2                    | -                   |
| VIET NAM                  | High          | 4   | 0,5 %                   | -                    | -                   |
| NEPAL                     | High          | 1   | 0,4 %                   | 1                    | -                   |
| INDONESIA                 | High          | 1   | 0,0 %                   | -                    | -                   |
| TOTAL HIGH RISK           |               | 156   | 77,6 %                  | 41                   | 133                 |
| TURKEY                    | Medium        | 11  | 4,7 %                   | 3                    | 2                   |
| HONG KONG                 | Medium        | 4   | 2,4 %                   | 1                    | -                   |
| UKRAINE                   | Medium        | -   | -                       | -                    | 1                   |
| NORTH MACEDONIA           | Medium        | -   | -                       | -                    | 1                   |
| TOTAL MEDIUM RISK         |               | 15  | 7,0 %                   | 4                    | 4                   |
| DENMARK                   | Low           | 11  | 4,6 %                   | 4                    | -                   |
| SWEDEN                    | Low           | 17  | 2,1 %                   | 2                    | -                   |
| LITHUANIA                 | Low           | 3   | 2,0 %                   | 2                    | -                   |
| NORWAY                    | Low           | 14  | 1,9 %                   | 1                    | -                   |
| TAIWAN, PROVINCE OF CHINA | Low           | 5   | 0,9 %                   | 1                    | -                   |
| BELGIUM                   | Low           | 1   | 0,9 %                   | 1                    | 2                   |
| ESTONIA                   | Low           | 3   | 0,9 %                   | 1                    | -                   |
| NETHERLANDS               | Low           | 2   | 0,8 %                   | 1                    | 1                   |
| HUNGARY                   | Low           | 2   | 0,5 %                   | -                    | -                   |
| POLAND                    | Low           | 3   | 0,3 %                   | -                    | 8                   |
| PORTUGAL                  | Low           | 2   | 0,3 %                   | -                    | 3                   |
| BULGARIA                  | Low           | 1   | 0,1 %                   | -                    | -                   |
| GERMANY                   | Low           | 3   | 0,1 %                   | -                    | 3                   |
| ITALY                     | Low           | -   | -                       | -                    | 7                   |
| LATVIA                    | Low           | -   | -                       | -                    | 1                   |
| SLOVENIA                  | Low           | -   | -                       | -                    | 1                   |
| UNITED KINGDOM            | Low           | -   | -                       | -                    | 5                   |
| FRANCE                    | Low           | -   | -                       | -                    | 1                   |
| TOTAL LOW RISK            |               | 67  | 15,4 %                  | 13                   | 32                  |
| Total                     |               | 238   | 100,0 %                 | 58                   | 169                 |

The table above shows the number of suppliers and factories for each country, and each country's risk classification. Since some suppliers have their own factory on the same site the numbers are not fully representative compared to the number of factories (for example Pakistan and Bangladesh). The supplier column includes traders as well, which do not have production sites. That's the reason why some countries have suppliers but no factories (for example Denmark and Hongkong). Due to the ongoing transition to a new ERP system, there may currently be instances where suppliers and factories are double counted. The current value is calculated per supplier, but with the new ERP system in place the purchase

orders will be placed on factory level, leading to improved data in the next reporting period. Despite the potential challenge of double counting factories, we have information about each factory and the impacts and outcomes of the due diligence is not affected.

### 0.2.2 Supplier Whistleblower Mechanisms

It shall always be safe to notify the Group whether an employee, factory worker or other stakeholder in the supply chain experiences unwanted events or any kind of breaches with the Code of Conduct. In case of such an event, the Group will seek remediation for the involved part and assure that a corrective action plan is set into action to mitigate the risk of recurrence. The group has two channels for external whistleblower, and access to a third channel through the Accord.

1. Kid Group has a whistleblower channel in place for external parties via the supplier page, customer page and investor page. However, the Group understand that the workers in the upstream supply chain will struggle to find access to the procedure on the websites.

2. The factory audit protocols (SMETA and Amfori BSCI) include a check for local whistleblower systems as well as channels to raise concerns for workers in the factories. Worker interviews are also held during audits to identify potential breaches of the Code of Conduct. The audit results are communicated with the Group through the audit reports.

3. The third channel is specific for workers in Pakistan and Bangladesh through the engagement with the International Accord on Health and Safety, a third-party stakeholder with relevant knowledge about building-, electrical-, and fire safety. The Accord system gives the workers in Pakistan and Bangladesh a chance to file complaints related to Health and Safety. As an Accord brand signatory, the Group contributes to providing workers at Accord-covered factories with a complaints mechanism and protects them against retaliation for utilizing it. The complaints mechanism enables workers and their representatives to raise concerns about health and safety confidentially. Complaints are investigated by the Accord, and the findings and remediation requirements are announced to all workers in the factory. Once a complaint is closed, a summary protecting the complainants' identity is published on the Accord website in the interests of transparency regarding workplace safety. When non occupational health and safety (OHS) complaints are received in the factories the Group is partnering with in Bangladesh, the Accord is informing us and the other signatory brands with the complaints through email.

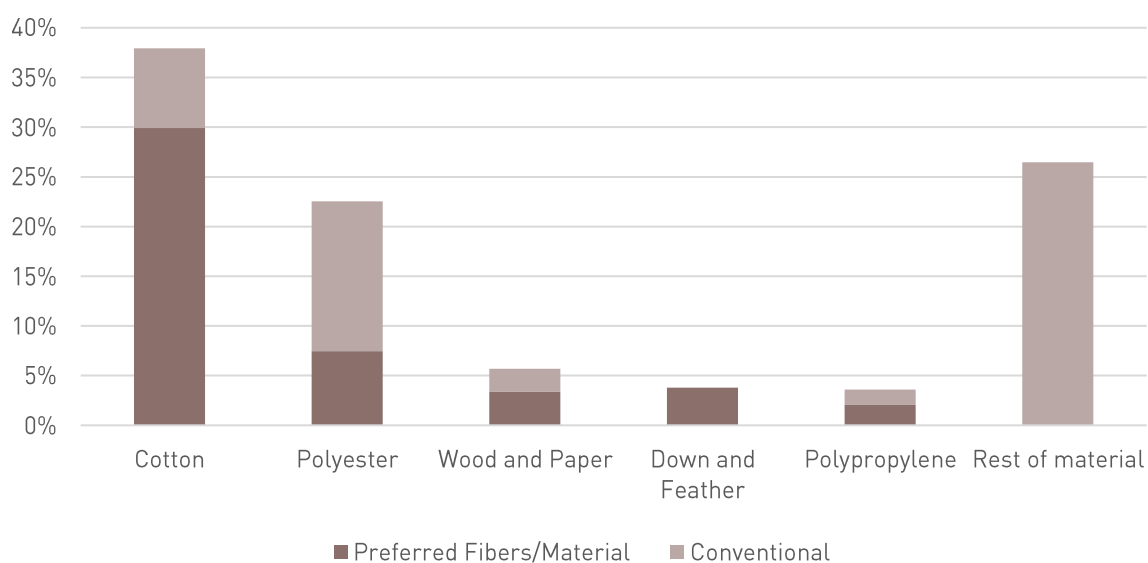
In 2023 the Board of Directors approved an update in the Groups policy for responsible business conduct, where a section about whistleblowing for external parties was added. The whistleblower system serves as a mechanism for detecting and reporting instances of non-compliance with the prohibition on discrimination or harassment within the group. This system enables individuals, both internal and external, to raise concerns and contribute to maintaining a respectful and equitable environment. More information can be found here: <https://www.kid.no/barekraft/vare-leverandorer/varsling>

### 0.2.3 Raw Materials

The Kid Group is never buying unprocessed raw materials but has a large impact in selecting materials in the early design phase. Raw materials are produced in the first step of the supply chain i.e. tier 4. With a global supply chain, it is important that the Group understand the impact they have by carefully selecting the right materials and reducing the related risks.

The top five materials, specified in the table below, represent 74% of the materials in the products the Group source. The volume is measured in tons of finished products. Cotton and polyester are by far the most important raw materials for the Kid Group. Therefore, the Group has set material related targets for these two materials. The remaining 26% are represented in the column to the right in the table, representing more than 100 unique fibers and materials. These materials are not risk assessed individually for negative social impact, which could be a potential risk going forward. The group has done risk assessment for cotton and polyester for a long time, and will start risk assessing more material groups going forward. Read more about the cotton and polyester materials with the related risks in section 2, *Identify & assess adverse impacts*. Wood and paper are the total weight. All wood types are added together, and therefore this combined weight is in the top three.

Percentage of Materials Used in 2024



The figure below presents the origin of the ready-made products containing the Group's most used materials.

| Cotton   | Polyester  | Wood and paper  | Down & Feather  | PP-Plastic   |
|--|--|---|---|--|
| <ul style="list-style-type: none"> <li>•Bangladesh</li> <li>•China</li> <li>•India</li> <li>•Pakistan</li> </ul> | <ul style="list-style-type: none"> <li>•China</li> </ul> | <ul style="list-style-type: none"> <li>•China</li> <li>•Europe</li> </ul> | <ul style="list-style-type: none"> <li>•China</li> <li>•Europe</li> </ul> | <ul style="list-style-type: none"> <li>•China</li> </ul> |

# 1 Embedding Responsible Business Conduct

## 1.1 Due Diligence Policy

In terms of sustainability governance, the Kid Group has adopted a proactive approach to due diligence which is reflected in a risk management system. The group has implemented a due diligence program that is designed to identify and mitigate potential risks associated with its products and operations. This program includes a variety of measures, such as supplier screenings, risk assessments, and ongoing monitoring of key performance indicators related to sustainability. The group do also regularly engage with stakeholders, including suppliers, customers, and civil society organizations, to gather feedback and identify potential areas for improvement.

The primary objective is to prevent risks and unwanted events that could undermine business confidence, and at the same time secure sustainable progress. However, if an unwanted event occurs, despite preventive measures, damage-mitigating action plans should be in place. The risk management process includes a yearly identification, analysis, and follow-up of the company's most significant risks. Additionally, risk assessments are conducted on an ongoing basis in connection with significant changes to operations, larger projects, and major investments, and are integrated into business processes and sustainability efforts.

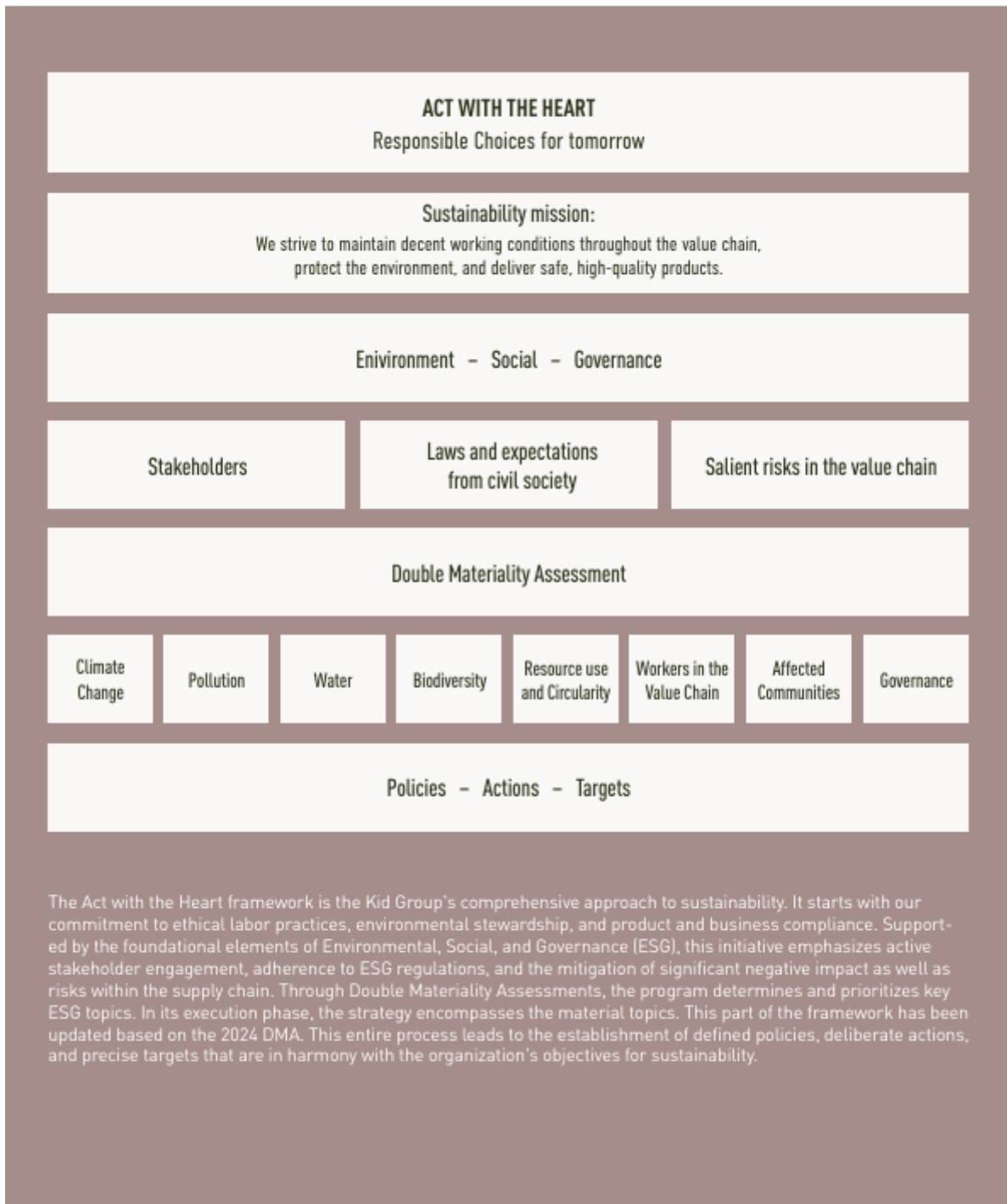
## 1.2 Materiality Assessment

The Kid Group recognizes the importance of a holistic sustainability perspective, encompassing the three pillars of Environmental, Social, and Governance (ESG). To effectively manage risks and opportunities, mitigate negative impacts, and drive meaningful positive changes, the Group prioritize the most material ESG topics identified through the Double Materiality Assessments (DMA)<sup>8</sup>, which is updated annually and as a part of the Sustainability Strategy framework as presented on page 10. To strengthen the sustainability governance, an internal reference group was established in 2024 to identify and assess the Group's sustainability-related IROs. This group consists of representatives from the departments of Sustainability and Regulatory Compliance, Buying & Procurement, Finance, and HR, along with two representatives from the Audit Committee, who are also members of the Board of Directors. The purpose of this group is to ensure a broad and competent evaluation of the Group's material impacts, risks and opportunities. The material topics are divided into the value chain in which the Group operates within.

"Workers in the Value Chain" is identified as a material topic for the Kid Group, and the topic includes the sub-topics "Working Conditions", "Equal treatment and opportunities for all" as well as "Other work-related risks" where for example child labor and forced labor are considered.

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<sup>8</sup> [Kid Annual report 2024](#)



### 1.3 Policy Governance

The Group's risk management system, which includes ESG topics, is evaluated by the Groups audit committee on a regular basis. This ensures that the Group has an overview of its impacts, risks and opportunities and takes responsibility for reporting significant changes in the risk profile and follows up to make sure that risk management work is conducted in a coordinated and efficient manner within each business area. The risk assessment and any related material events are systematically reported to the Board of Directors.

The Kid Group's *Policy for responsible business conduct*<sup>9</sup> is based on UN and ILO conventions and provide minimum, not maximum standards. The policy is signed by the Board of Directors. The principles in business conduct are embedded in Kid's Purchase Agreement and Requirement<sup>10</sup>. No orders will be placed before this agreement is signed by the supplier.

#### 1.4 Organization and Internal Communication

The Group's Head of Sustainability and Supply Chain Management has responsibility for managing Kid ASA's sustainability work. Sustainability topics are an integrated part of the organization's daily work processes, decisions and activities, and the goal is that all employees take responsibility for the impact of their own work. The Board of Directors receives an annual update on material topics.

The Sustainability team provides regular updates to the Buying department on material usage and supplier screenings, along with progress toward sustainability targets. These presentations serve as a platform for the team to refine and communicate these targets while also allowing for direct questions related to products and due diligence.

#### 1.5 Goals and Measures

The Group's annual report measures progress on ESG and financial performance over the calendar year, from 1 January to 31 December. However, for the Norwegian Transparency Act (Åpenhetsloven), the Group has decided to revise the reporting period for its due diligence reporting. The human rights due diligence progress is reported for the period 1 May to 30 April.

This adjustment allows the sustainability team to allocate dedicated time and resources to human rights due diligence after the peak reporting season for the annual report. By decoupling the two reporting processes, the Group ensures greater depth and focus in its work on human rights and decent working conditions across the value chain.

The change also enables the Group to assess and communicate progress twice a year—once in the annual report and once in the due diligence report—supporting more continuous and transparent stakeholder engagement. The current progress update below reflects both the latest status and the position as of the annual report.

Old target, ending in 2023, said: "100% of suppliers, based on sourced volume, to be scored on the Sedex platform by 2023". The Group reached 95% in 2023. This target was further developed during 2024, with a new target based on producers instead of suppliers to further access data.

**Sedex Registration:** 100% of producers (tier 1 factories) to be registered and have a completed SAQ (scored) on the Sedex platform by 2025.

- **Status:** 85% of the number of active producers have been scored on Sedex. The group had the same amount in the annual report for 2024.

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<sup>9</sup> <https://investor.kid.no/corporate-governance/policy-for-responsible-business-conduct/>

<sup>10</sup> <https://www.kid.no/supplier>

Old target, ending in 2023, said: “Securing valid social audits for 80% of tier 1 suppliers based on volume by 2023”. The Group reached 88% in 2023. This target has been further developed in 2024 to focus on the producers. However, the ERP system is not specifying sourced value per producer yet, hence the value is split equally per producers of the suppliers. Therefore, the percentage of number of producers are also reported.

**Valid Social Audit:** 100% of the sourced value from high-risk countries, by producer, to have a valid social audit by 2025

- **Social Audit Coverage by Sourcing Value:**

93% of the total sourcing value during the period 1 May 2024 to 30 April 2025 was procured from producers holding a valid social audit. This represents a slight increase from 92% reported in the 2024 annual report.

- **Social Audit Coverage by Number of Producers:**

86% of all producers active during the period 1 May 2024 to 30 April 2025 had a valid social audit in place. This marks a significant improvement from 79% in the 2024 annual report.

For a complete overview of the sustainability targets, please see the Groups annual report<sup>11</sup>.

## 1.6 Plans and Resources

The Kid Group has developed the Due Diligence work over many years. The Group is better at utilizing the data collected through the Group’s membership in Sedex to get more insight and to be able to track progress and development. The Group have used this tool since 2022, and it makes it easier to track progress and set risks in specific markets or operations. For the reporting period the Group have also added polyester data, which is the second biggest material in Kid Groups products.

The group is also allocating more resources to closer follow up findings from audits, supplier certifications and the corrective action plans. The Group have been working with suppliers as first point of contact, but since 2023 the Group has been working to add the producer to the systems. This enables the Group to have a better understanding of the risks and opportunities related to each individual producer and can mitigate risks and improve corrective action plans when needed.

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<sup>11</sup>[Kid Annual report 2024](#)

## 2 Identify & Assess Adverse Impacts

### 2.1 General Risk Mapping

To ensure that production and manufacturing is undertaken in ethical conditions, the Kid Group conducts due diligence assessments in line with the OECD Guidelines for Multinational Enterprises, which is also the principal of the Norwegian Transparency Act. This is being done to identify and assess the potential and actual negative social impact of the supply chain. The results of the due diligence are used as input for the Groups supplier risk assessment.

During the reporting period, the Group began mapping the traders and identified that the supply chain setup is more complex than initially expected. Traders act as intermediaries between the Kid Group and the factories. One trader can work with many factories, which results in a larger factory base for the Kid Group than what is recorded in the ERP system. The Group have now started collecting detailed information about all individual factories (tier 1) and adding this information to both the ERP system and the Groups due diligence risk assessment in Sedex. The Group works with traders in cases where local factories do not have export licenses for international markets, and the local presence of traders helps the Group to find attractive products. However, this can pose a risk of operating with factories that lack experience with the EU market and have not implemented social compliance practices in accordance with the Groups Code of Conduct.

In 2024 and early 2025, agents and traders accounted for 50% of the Group's order value. As intermediaries between the Group and the factories, they will be subject to a new, targeted policy in 2025. This policy will require them to support and improve the systematic flow of data from all production sites. The Group has observed that traders and agents managing multiple sites are more likely to lack up-to-date audits and certifications compared to direct suppliers—likely due to the complexity of overseeing many factories.

#### 2.1.1 Potential Negative Impact

Before entering business with new suppliers and factories, a comprehensive screening process is conducted based on environmental and social criteria. Relevant third-party certifications are collected and verified as part of this process. All suppliers must sign and adhere to the Group's Purchase Agreement and Requirements (PAR) before any orders can be placed. The PAR includes a Code of Conduct outlining social compliance standards. In 2022, the Group enhanced the screening procedures for new suppliers by introducing an updated checklist within the purchasing and buying departments, aimed at improving the onboarding process. This improved screening has been maintained throughout 2023 and 2024, as it has proven effective. For internal use it has been easy to understand what type of information is needed, as well as the suppliers has some minimum requirements to work towards. All factories added following the 2024 project have undergone this screening. There has also been constructive collaboration between the sustainability team and the buying and design departments to ensure alignment and shared commitment to these standards.

To identify potential negative impacts and assess salient social risks the group utilizes several sources. The most comprehensive source of data the Group use for the assessment of potential risks is the Radar tool on the Sedex platform. Via the membership in Sedex, the

Group get access to this risk screening tool which can be filtered by country, social risk type, commodity group and much more. This general data is extracted regularly and set into context with the Kid Group's sourcing markets and suppliers, to identify, prioritize and analyze salient risks.

The Kid group attends various industry-related forums, where knowledge and experiences are being shared and insights reported. This creates shared value for all participants.

#### *2.1.1.1 Country Specific Risks*

The Group have identified various potential risks depending on the sourcing country. Here the Group list some country specific risks. These four countries represent 84% of the sourced value.

##### *2.1.1.1.1 China*

Domestic migrant workers, excessive working hours, the lack of right to collective agreements and freedom of association as well as gaps between minimum wages and living wages are common challenges in China. Some of these challenges are explained by cultural work ethics but are also challenged by insufficient and complex political systems. The Group is constantly discussing these topics with the suppliers to learn more, and to increase awareness among suppliers.

##### *2.1.1.1.2 India*

The complexity of the Indian supply chains creates hidden risks among the number of sub-contractors and various tiers. Discrimination against women, minorities and low caste system members are an actual risk which need to be assessed and mitigated.

##### *2.1.1.1.3 Pakistan*

Corruption, child labor and unsafe constructions stands out as potential risks in Pakistan. The Kid Group can better manage the risks due to the vertical structure of the suppliers, and the Group get insight into tier 1-3.

##### *2.1.1.1.4 Bangladesh*

Minimum wages are much lower than calculated living wages, which creates challenges in economic growth. After the increase in minimum wages, the group is still experiencing lower wages than living wages. The unstable political situation in Bangladesh in 2024 also contributes to potential risks for the workers outside of work, in the affected communities. The Kid Group is mainly working with vertically integrated suppliers in Bangladesh, giving us good insight in tier 1-3.

#### *2.1.1.2 Raw Material Specific Risks*

Cotton and polyester are by far the two most significant raw materials for the Group, together accounting for approximately 60% of the total raw material volume by weight. The remaining 40% could hold a salient risk not assessed by the Group yet. Therefore, the Group will start risk assess the remaining raw material groups during 2025, with focus on human rights and decent working conditions.

#### 2.1.1.2.1 Cotton

The Group shall have 100% preferred (0% conventional) cotton in the assortment. This goal was initially set in 2016 for 2020 and has been extended for an unlimited time. Better Cotton is the main driver to achieve this target, representing 75% of the cotton in 2024. The Group have a small share of organic and recycled cotton but still facing 21% conventional cotton as of 2024. The Group identified discrepancies in supplier-provided *Better Cotton Claim Unit* (BCCU) transfers, as the Group is reporting on a higher, mandatory factor from Better Cotton than the actual transaction volumes from suppliers. This results in higher amount of reported conventional cotton. These 21% shall be reduced in 2025 by enhanced reporting mechanisms, closer dialogue with the tier 1 suppliers and better data quality in the ERP system. The Group will also check into the factor faults from Better Cotton and start with chain of custody cotton from Better Cotton when it is available for end-products.

Better Cotton supports cotton farming communities by promoting fair and safe working conditions for all workers, addressing risks of child and forced labor, workplace harassment, violence, and discrimination through on-site trainings for the farmers. Their efforts include the freedom to organize, negotiate fair employment terms, access to grievance mechanisms, equal pay, opportunities for advancement, and occupational health and safety improvements. By supporting these measures, the Kid Group contributes to enhance the livelihoods and well-being of cotton farming communities.

In the reporting period (early 2024) there were new reports regarding Better Cotton in Brazil. Cotton growers in certain parts of the Cerrado have environmental crime allegations against them. Following the publication of the *Fashion Crimes* report by Earthsight, the Group conducted an updated mapping of all raw cotton materials, including their countries of origin. As a result, over 90% of the Group's cotton sourcing—measured by value—has now been traced. The mapping revealed that less than 10% of the Group's cotton originated from Brazil.

While the Group did not impose a formal ban on Brazilian cotton, it introduced guidelines encouraging suppliers to source cotton from alternative countries or regions. Due to limitations at the Tier 1 level, suppliers are unable to trace cotton back to the farm level (Tier 4).

Even though the potential risk of negative impact in Brazil's cotton production, the Group has not assessed this as an increased salient human rights risk for the Kid group. Due to limited volumes, no direct links to the farms and the general assessment that it is better to still use Better Cotton where issues can be identified and handled, instead of conventional cotton where risks like these are unidentified. However, the Group is starting to investigate other systems for traceable cotton. Better Cotton will also introduce Chain of Custody systems for its cotton in 2025-2026 which the Group plans to implement.

During 2024 the Kid Group started the work to get chain of custody from Better Cotton. This will give the group valuable insights into the country of origin of cotton and pick up potential

risks faster than before. The work is early on, but the ambition is to have this in place by mid-2026, when the traceable better cotton is available for end-products.

#### 2.1.1.2.2 Polyester

The Kid Group has a target that 50% of the polyester used in the assortment shall be from recycled sources by 2025, and 95% in 2030. In 2024 the Group reached a share of 36% recycled polyester, up from 11% in 2022. Recycled polyester comes with other social challenges than virgin polyester. Waste picking is a risk that must be considered for recycled polyester which is not existing for virgin polyester.

During the last few years of reporting the group added the Due Diligence mapping for virgin and recycled polyester. For virgin polyester the Group use both Sedex risk assessment tool and Textile Exchange's Preferred Fiber & Material Matrix to identify risks. From Sedex radar the Group use the same risk factors as for cotton, which include forced labor, children and young workers, wages, and health and safety. The Group also uses country specific filters to the polyester origin. Virgin polyester and cotton are almost identical in risk scores, but polyester has a slightly lower score.

The Group's goal is 50% of recycled polyester in 2025. For 2024 the Group made great progress and achieved 36% recycled polyester. This progress initiated the group to make the specific risk assessments for recycled polyester. When the Group source recycled polyester, the requirement is certified fibers according to the Global Recycling Standard (GRS), All the recycled polyester is mechanically processed. The GRS certification reduces risks from human rights violations.

#### 2.1.2 Actual Negative Impact

Based on potential negative impact risks as well as sourced volume, representatives from the sustainability team are travelling to visit the most important suppliers and factories. The Group has done multiple factory visits in the reporting period. From these visits the Group sees more risks related to tier 2 and tier 3 production than tier 1. The Group has noticed that the tier 1 factories are aware of the Code of Conduct and are prepared for audits while the tier 2 and -3 factories are not as prepared, and the magnitude of these suppliers is bigger than expected. This could be in correlation with the lack of visits during covid-19 and in general the indirect relationship with the tier 2 and -3 suppliers and the Kid Group.

In the reporting period, the Group encountered actual risk at two of its suppliers. One of the suppliers, located in Pakistan, had construction faults identified in two out of its three production units. These issues were flagged through the Pakistan Accord program, which plays a vital role in monitoring and improving building safety. Although the Kid Group did not have production in the two affected units, the supplier has been a long-term supplier to the Kid Group, and the incident represents a real risk to the Group's supply chain. The Accord together with the linked brands are demanding immediate evacuation of the two factories to avoid risks related to a potential collapse of the factory. As of June 2025, the evacuation of workers and machinery is being conducted, and the supplier is at stage 2 of 3 in the Accord Escalation Protocol. The Group supports the work of the International Accord and values the existence of systems that can identify, mitigate, and assist in managing such risks. The case is still ongoing during the writing of this report.

Another incident in late 2024 involved one of the Group's most important suppliers, located in India. The supplier experienced a fire in its dying- and printing mill. The incident occurred during daytime working hours, and all fire alarms and safety systems were fully operational. The factory could be effectively evacuated without any injuries or casualties. Indian authorities have investigated the event, but no definitive conclusion has been reached regarding the root cause of the fire. The mill is currently being rebuilt, but in the. In May 2025, members from the sustainability team went to meet with the factory management and conduct a SMETA audit at the stitching unit. A SMETA will also be conducted at the dying mill as soon as it is rebuilt and operational. During the visit, the factory presented the construction site of an additional new stitching unit, which will also be audited when operational. To support the supplier during the challenging time after the fire, the Group has not halted orders from the supplier but instead accelerated payments to support liquidity and adjusted shipping schedules to accommodate the reduced production capacity at the site.

## 2.2 Salient Human Rights Risks

The Groups risk mapping has resulted in six salient risks (see table below). It is important to mention that these are the most salient human rights-related risk areas according to the risk assessment, risks connected to other topics are described in the Group's Annual Report.

As a result of the risk mapping above, and with the Sedex risk assessment tool, the Group identified the following human rights risk related topics.

| Risk issue  | Related topic  | Country                            |
|---|--|------------------------------------|
| Forced Labor  | Cotton harvesting, manufacture of man-made textiles. | China, India                       |
| The Right to Collective Agreements and Freedom of Association | Collective bargaining                                | China, India, Pakistan, Bangladesh |
| Health and Safety in Factories                                | Worker safety  | India, Pakistan, Bangladesh        |
| Child labor   | Child labor  | Pakistan, India, Bangladesh, China |
| Wage below living wage  | Wage   | China, India, Pakistan, Bangladesh |

The mitigation of risks in the table above are described in more detail under the next chapter.

### 3 Cease, Prevent or Mitigate

#### 3.1 General Principles

To identify and assess actual impact and risk, the Kid group primarily uses the SMETA 4-pillar protocol for audits but also accepts other standards such as Amfori BSCI and SA 8000. Going forward the group will not use SA8000 alone, as the audits come with limited details and transparency. The Group only had one supplier with just the SA8000 audit, this site has now ordered another type of audit. This change of policy will be officially updated in the PAR in 2025.

All tier 1 factories, except those in low-risk countries, shall have a valid social audit in place. The validity is usually one to two years, and follow-up audits and desktop review should be conducted in between to verify and close findings. If/when issues are discovered during an audit, a corrective action plan is set up with clear timelines and agreed by the supplier to implement. If the findings are noted by an auditor during an audit, the corrective action is also checked and verified by the auditor after a set time period. The group works together with the suppliers to handle noncompliance issues and remedy the negative impact by various suitable measures, e.g. updating routines or implementing other positive changes in the factories. Simply carrying out an audit does not lead to improvement. It is the process of monitoring and setting up corrective action plans that will enable the factory to make continuous progress and improve working conditions for those who work there. Follow-up visits and dialogue are therefore of great importance.

The Group visited factories representing over 16% of the sourced value in 2024 and early 2025. The Group also visited some suppliers, who will deliver goods in important and big categories. These suppliers are new to the Group and has low or no order volume yet. But has the potential to become big suppliers in the future.

The Group is committed to working closely with the suppliers to monitor and support their social responsibility initiatives. The Group has a rigorous screening process for new suppliers and conducts regular audits to evaluate their performance in terms of labor conditions, human rights, business ethical- and environmental aspects. The Group works with its suppliers to remedy any non-compliance issues and aims to be a responsible long-term member of the communities where its suppliers operate.

#### 3.2 Ceasing, Preventing or Mitigation of Salient Risk Areas

##### 3.2.1 Forced Labor

Forced labor or compulsory labor is prohibited. It is important that workers receive continuous wages for work performed, that they are entitled to take holiday and terminate their employment with wages for work performed. There is an increased risk of forced labor in the Xinjiang province, and with domestic migrant workers around China coming from the Xinjiang province. The Group is actively communicating with the suppliers on this issue by self-reported tracing the Groups cotton sourcing, and by checking the provinces of Chinese domestic workers in the audit reports.

The cotton production in the Xinjiang region in China is associated with high risk for forced labor. According to the internal analysis, self-reporting from the suppliers and investigation, none of the cotton fiber in the assortment is being traced back to the Xinjiang region, even though it is impossible to be sure since cotton is sourced in mass-balance systems.

However, the Group mitigates the highest risk of using Xinjiang cotton fiber by sourcing Better Cotton or other traceable cotton initiatives which have bans on cotton from the region, but since the Group do not have chain of custody for cotton (except organic and recycled), it's difficult to track and verify the region and country of origin. This leads to a risk that cotton from high-risk regions, such as Xinjiang, could find its way into to the assortment through other supply chain channels.

The Group also identify India and China as countries with potential for forced labor in the category of man-made textiles. This includes polyester, which is the second largest material used in the Groups production. Forced labor is identified as a salient inherent risk in both India and China through the inherent risk screening in the Sedex platform.

No incidents of forced labor have been reported during the reporting period; however, the Group continues to monitor these topics carefully since the due diligence work identifies child labor and forced labor as high risk in certain areas of the supply chain.

### 3.2.2 The Right to Collective Agreements and Freedom of Association

The right to join a union and negotiate collectively is a basic right. Unfortunately, trade unions are weak in many of the manufacturing countries and are even illegal in certain countries.

The Kid Group encourages its suppliers to ensure that this right is not violated. Both factory managers and their employees are informed of their rights, and compliance with requirements is followed up in social audits. All suppliers must allow workers to freely choose their own representatives with whom the company can have a dialogue regarding workplace issues. Internal work committees exist in many factories. These associations allow employees to engage in dialogue on workplace issues and they provide an alternative for facilitating fair negotiation. However, they do not replace functioning unions, and it is important to check how the committees operate and that the members are elected by the workers.

### 3.2.3 Health and Safety in Factories

Workers' safety in the factories is of highest importance. Blocked or lack of fire exists, unstable building structure or exposure to hazardous chemicals, sharp object, high power electricity, or hot surfaces are some of the serious breaches of the Groups Code of Conduct. Without sufficient routines, controls, and safety measures, health, and in worst case lives of the workers are threatened. The Group has a long list of requirements for health and safety in the Code of Conduct and encourage the suppliers to educate their workers about safe operation of machines, PPE, fire- and building safety, and much more. Health and Safety is consistently assessed during both second- and third-party audits.

The Kid Group is a signatory of the International Accord. In 2023 the Group signed the Pakistan Accord, which is a new extension of the International Accord with a new system

under development in Pakistan. The Group's supplier list for Bangladesh and Pakistan are regularly updated in the Accord agreement.

The Accord works in a systematic and holistic manner regarding the building-, boiler-, electrical-, as well as fire safety in factories. Factory "walk-throughs" are arranged by the Accord Safety Training team and acts as a training session for the factories' Safety Committees to learn how to identify risks and safety issues. Corrective Action Plans are created and set out the remediation steps. The factories then have a clear understanding on the required improvements and the Remediation Team can follow up on improvements.

The Bangladesh Accord is on a more advanced level than the Pakistan Accord, thanks to its 10 years existence and experience.

#### STATUS OF THE INTERNATIONAL ACCORD 2024:

**The International Accord for Health and Safety** in the Garment and Textile Industry (International Accord) is a legally binding agreement between garment/home textile brands and trade unions, designed to uphold worker health and safety within the textile and garment industry.

As a framework for action, the agreement supports the implementation of the Accord's Country-Specific Safety Programs (CSSPs), currently operating in Bangladesh and Pakistan, while also establishing a foundation for expanding similar programs to other garment-producing countries in the future.

We have targets related to the participation and progress of the CSSPs:

- **Bangladesh Accord:** 100% of textile factories shall be enrolled in the accord, with a progress rate above 80%.
  - ▶ **2024:** 100% of our active textile factories in Bangladesh are enrolled in the accord
  - ▶ **2024:** The progress rate is 87% for our two top suppliers (96% of sourced value )and 96% for our second supplier (4% of sourced value).
- **Pakistan Accord:** 100% of textile factories shall be enrolled in the accord. No progress rate available for the program as of 2024, due to the newly started initiative.
  - ▶ **2024:** 100% of our active textile factories in Pakistan are registered in the accord.
  - ▶ **2024:** 71% of the suppliers, based on sourced value, has initiated inspections during 2024.

#### 3.2.4 Child labor

The Kid Group's basic rule regarding child labor is that people under the age of 15 cannot work for any of the suppliers. If national legislation imposes more stringent requirements, it is those that apply. In China, for example, the legal working age is 16.

In addition to the set requirements in the Code of Conduct and conducting regular audits, it is important that the group understand where and how the risk of child labor occurs. Mitigating the risk of child labor in the supply chain requires commitment to transparency, accountability, and continuous improvement.

The Kid Group also requires suppliers to give particular attention to the protection and proper management of young workers (under the age of 18), for example in relation to the right to limited working hours. If the Kid Group discovers or suspects that a worker is underage, the supplier is contractually obliged to take measures to ensure the best outcome for the individual. The best possible solution is sought together with the supplier, considering the child's age, education, and social situation.

No incidents of child labor have been reported during the reporting period; however, the Group continue to monitor these topics carefully since the due diligence work identifies child labor and forced labor as high risk in certain areas of the supply chain.

### 3.2.5 Wage below living wage

In accordance with the Kid Group's Code of Conduct and local legislation, suppliers must at least pay the country's statutory minimum wage, or industry benchmark standards, whichever is higher than their employees. Wages should always be enough to meet basic needs, including some discretionary income. This principle is based on the Ethical Trade Initiative (ETI) and the ETI code which is also being used in the SMETA protocol version 7. The Group consistently raise this topic when meeting with suppliers to discuss working conditions and human rights.

In 2025 the group is introducing a new policy for traders and agents that clarify the need to increase wages to living wages in the area. The group is seeing a strong correlation between lower wages and high volume of overtime.

Verifying that overtime is kept within acceptable limits is challenging, especially if time recording is flawed. There can be various reasons for overtime, such as employees working far from home and choosing to work intensively for periods before returning home. Inadequate production planning can also lead to unplanned or excessive overtime. This issue is problematic, and the Group continually discuss it with the suppliers. Another reason may be low wages, which necessitate longer working hours. As a customer, it is crucial that the Group help the suppliers plan orders and shipments and encourage them to find solutions to excessive overtime and understand the problem.

The Kid Group source 4,8%<sup>12</sup> of the goods from Bangladesh, a country known for minimum wages well below the living wage. In late 2023, Bangladesh increased the legal minimum wage for garment workers by 56%. Despite this significant increase, there is still a substantial gap between the minimum wage and the living wage. The Group is not experiencing higher prices on products from Bangladesh compared to other sourcing countries after the new wages. While the Group have found no instances of wages below the minimum wage, the Group still see wages below the Global Living Wages Coalition's (GLWC) calculations and recommendations in the region where the suppliers operate. The Group monitors this issue and urges the suppliers to pay closer to living wages, as the gap remains significant. The Group maintain a continuous dialogue with the HR and Compliance department at the main supplier in Bangladesh (representing more than 85% of the Groups sourced value). The supplier's management team will be starting to track living wages, but as of June 2024, no target date has been confirmed.

The Group has not experienced higher prices on products after the increase of wages for garment workers in Bangladesh. The prices follow the same trajectory as other markets for the same products.

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<sup>12</sup> FY 2024

## 4 Track Implementation and Results

The sustainability department is responsible for monitoring, tracking, and reporting of the Kid group's Due Diligence. The results of this are presented in the annual report as well as this transparency report. The annual report is being reviewed by the audit committee and both reports are signed by the Board of Directors before publishing. The reports are available on the Group's commercial website, investor website and social media.

The Kid group strives to get valid, accurate and updated data to measure the effect of the Due Diligence work. The Sedex platform provide a wide selection of data points, both results from Self-Assessment Questionnaires (SAQ) as well as findings, from factory audits and the planned and completed action plans. This in combination with physical self-inspections helps us to verify the findings from Sedex and other partners. Still, the Group acknowledge the weaknesses of these data sources and that there are potentially both known unknowns and unknown unknowns. This requires us to collaborate closely with the suppliers to ensure a safe workplace.

The Group requires all the active suppliers and producers to be registered with Sedex and upload the social audits through the platform. The Group can see a continuous increase of SMETA audits through the Sedex platform. This could be because of less restriction after covid, but also from continuous work from the Group and a general maturity in the industry. The Group will continue to push this to keep monitoring and update risks in the value chain.

The Kid Group source goods from suppliers and factories in what are classified as low-risk countries, all located within Europe. The Group utilizes the Sedex country/region sector risk tool to identify high-, medium-, and low risk countries. From this the Group has classified production of products in Europe as low risk, with the exception of Turkey, there are other countries in Europe with medium risk, but the group do not have production here. These factories account for 11% of the Group's total production value. Of this share, 32% of the factories were visited at least once during 2024 or are scheduled for a visit in 2025. These visits are primarily due to the production of furniture, where the Group's designers are actively involved in the development process on-site. The Group's representatives possess strong industry expertise and have not observed any disruptions in production at these locations. Additionally, 56% of the low-risk suppliers are registered on the Sedex platform, with completed Self-Assessment Questionnaires (SAQs) in place to support ongoing monitoring and compliance efforts.

The Group sees continuous progress being made in Pakistan where the audits are showing improvements with less critical and major findings than earlier. However, it also raises some concerns regarding the validity of the reports. It is rare that the Group sees many A and B grade suppliers in specific countries (based on Amfori BSCI audits). When a supplier has an A or B grade in an Amfori BSCI audit, the audit is considered to be valid for two years by the Amfori audit scheme. This makes monitoring more difficult as the Group is not receiving new annual audits. The high scoring and few reported findings can indicate a risk of corrupted audit reports in Pakistan. However, during the sustainability team's visit in Pakistan in 2024, the Group could assess that the factories are running in structured and well managed ways, which moderately reduces the concern for corruptions. In addition, the factories the Group is working with in Pakistan and Bangladesh (countries known for corruption) are large and

have many different audit protocols in place. The various third-party auditors are confirming the same practices in the factories, which also helps reduce the risk of corrupted protocols and auditors. In addition to the social audits being conducted, the Group is also part of the Pakistan Accord, which conduct audits based on building-, electrical-, fire-, and boiler safety. In the reporting period there were critical findings in two factories in Pakistan connected to one supplier of the Group. See section 2.1.2 for more information.

The Group have been monitoring salient risks from growing cotton and ginning through the Sedex platform for a couple of years. New from early 2024 is that the Group is doing the same for polyester, as this is the second largest material in the Group's assortment. Information about the salient risks is presented in the table at section 2.2 2.2 Salient Human Rights Risks.

See section 1.5 in this report for progress on the social compliance targets and goals.

## 5 Communicate

### 5.1 Communication with Affected Stakeholders

The Group communicates with the stakeholders regularly, both during systematic check-ups, and ad-hoc analysis. The Group wants a supplier relation based on trust and predictability; therefore, the Group wants to avoid unannounced visits or control unless the Group has a valid and specific reason. The Group did not conduct any fully unannounced visits or audits in the tier 1 factories in the reporting period, but the Group has seen some fully unannounced audits being conducted by other customers of the factories in tier 1. These reports indicate good performance even though fully unannounced audits. A reason might be that the fully unannounced audits are done in factories where HR and management systems have been audited before, or that the audited tier 1 factories have a lower inherent risk leading to similar findings in both announced and unannounced audits.

An example of a strong stakeholder engagement in the recent year has been around the Pakistan Accord. Stakeholders in the local community has shown a great interest in signing the Pakistan Accord. The suppliers have also been cooperative in this new program, and the Group have continuous dialogue regarding the fire, electrical, boiler and building safety protocol. So far, the Group has not seen changes in Pakistan, but the Group is expecting to see improvement in Pakistan health and safety as the Group did in Bangladesh.

### 5.2 Communication of own Due Diligence

The Group strives to achieve growth by implementing a balanced approach to responsible marketing, excellent customer service, and offering quality and inspiring products. The Group is committed to guiding the customers about sustainable and ethical purchasing practices, in addition to providing guidance towards these choices.

All published material is available on the Group's websites.

### 5.3 External Inquiries Regarding the Transparency Act

According to the act, stakeholders have the right to receive concrete information about how the Group handled due diligence assessments in the production line. The Group directs all inquiries to customer service.

When the stakeholder contacts customer service, the Group respond within three weeks at the latest with a concrete answer. Customer service forwards the email to the sustainability department, who will create the response.

## 6 Provide for or Cooperate in Remediation when Appropriate

### 6.1 General Principles

It is important for the Kid Group that the suppliers follow the Group's Code of Conduct, that creates a fundamental requirement for creating decent work and safe living.

In the event of any breach of the Code of Conduct, a root cause analysis is carried out to identify the underlying reason. A corrective action plan shall then be put into place in by the supplier and communicated with the Kid group for further cooperation and follow-up.

The first time a supplier is not approved, they are given a chance to correct the problem. If the supplier does not show any willingness or ability to resolve serious irregularities or if a serious violation is repeated, collaboration is terminated.

### 6.2 Updates from the Reporting Period

- In 2024, Bangladesh experienced political unrest, including large-scale demonstrations. The Group's main supplier in Bangladesh, representing 87% of the sourced value from the country in 2024, is located in a geographical area that was at risk due to the demonstrations. The factory remained open on all days when it was legally permitted to operate, and employees received full wages even during periods of closure due to the curfew.
- Early 2024 the Earthsight report went live. This report had key findings regarding cotton production in Cerrado, Brazil where some cotton growers was accused of land grabbing, illegal deforestation and human rights violations. After this the Group did an update of the suppliers that use cotton in their production. This cotton mapping showed that a few suppliers are sourcing their cotton from the region. The Group is now working to map exactly which cotton growers as they are buying cotton from a mass-balance system. The Group will advise all suppliers with cotton from the accused areas to change their cotton sourcing to other growers, but the Group has so far not initiated a ban against Brazilian Better Cotton.
- No incidents of child labor or forced labor have been reported during the reporting period, however the Group continue to monitor these topics carefully since the due diligence work identifies child labor and forced labor as high risk in certain areas of the Groups supply chain.
- The Group is introducing a new policy for agents and traders in 2025. The reason is that the Group is experiencing a challenge to access data and certificates from the production sites without direct higher contact with the source of information. The Group also sees a higher number of traders than previous after the factory mapping. The agents and traders now stand for a combined 50% of the value sourced.

The sustainability team has strengthened its capacity by hiring an additional team member dedicated to supporting the collection of supplier data, certificates, audit reports, and other critical information from factories. This addition has led to more structured and organized supplier data management, enhancing the overall quality

and consistency of supply chain information. As a result, the Group has seen improved KPIs regarding the goals and measures for Sedex registration, SAQs and access to audits from factories. It has also helped to foster a closer collaboration with both suppliers and production sites.

- During supplier and factory visits in 2024 and 2025, the focus shifted from the relatively low-risk tier 1 factories to deeper levels of the supply chain—specifically tier 2 and tier 3 factories. By engaging further upstream, the Group gains more comprehensive insight into potential risks and opportunities related to working conditions and human rights. Audits at these deeper tiers have revealed a different set of challenges, particularly concerning wages, excessive working hours, and occupational health and safety (OHS) issues. These concerns are especially prominent in processes involving heavy machinery and the use of hazardous chemicals, highlighting the need for targeted interventions and closer monitoring.

Electronically signed, Lier, 16. June 2025

The board of directors, Kid ASA

Espen Gundersen  
Chairperson

Jon Brannsten  
Board member

Liv Berstad  
Board member

Gyrid Skalleberg Ingerø  
Board member

Karin Bing Orgland  
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Marianne Fullford  
Chief Executive Officer