



**iNSTA**

# Sustainability Report 2025



We are a multidisciplinary technology company whose deep expertise enables safe and tailored solutions for the needs of industry, defence, software development and cybersecurity. We are a reliable partner that develops future security and essential performance in an increasingly fast-changing and interconnected world. We safeguard the continuity of society's and businesses' critical operations and the smooth functioning of everyday life.



**1960**  
Established



**198**  
M€ Turnover 2025



**1300 +**  
Industry-leading experts

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FROM THE CEO

# Collaboration Drives Us Forward – Trust, Results & Sustainable Growth

As an independent Finnish family company and a sustainable and secure decider of the future, reliability and responsibility are essential to Insta. Our solutions for defence, cybersecurity, and industrial automation play an important role in making everyday life smooth for Finns and securing their future.

For us, 2025 was the 15th consecutive year of business growth, and we made significant progress toward our sustainability goals for 2030.

At the Sarankulma campus, we switched to fully renewable district heating during 2025 and fossil-free electricity from the start of 2026; in 2025, we already slightly reduced our Scope 1 & 2 emissions when compared to the previous year. We are well on our way

to achieving a 90% reduction by 2030.

We also substantially improved occupational safety and the commitment of our personnel. As regards occupational safety, LTIF improved significantly and was 2.1, which means that we are already below the target for 2030. Work with safety still continues. The eNPS index, which describes the commitment of our personnel, reached a new Group-level record (eNPS 39), toward our target of being one of the best workplaces in our industry.

Responsibility could also be seen in the successes of our customers. Our recent customer survey indicates that 78% of our customers feel that we have helped them achieve their own sustainability targets either very well or well, and our Net Promoter Score for customer loy-

alty reached an excellent level of 63. In particular, our customers value the reliability of our operations, the high level of professionalism, and the fluency of collaboration – and we also succeeded better than ever at these.

We also comprehensively reinforced awareness of the importance of ethical business within our entire organization. 99% of our personnel completed the training related to ethics principles, and engaging our suppliers advanced toward our target for 2030.

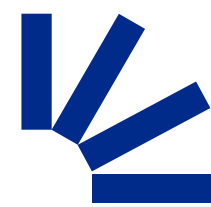
Decisive Impact results from collaboration and trust. Our responsibility work is well under way and continuing. Insta and our responsibility are worth your trust – now and in the future.

Tapio Kolunsarka  
*President & CEO*



**1**

**Building a Sustainable &  
Secure Future**



Insta is a diversified technology company with in-depth knowledge to enable secure and customer-focused solutions for the needs of industry, defence, software development, and cybersecurity.

We are a reliable partner that develops future security and decisive performance in an ever more rapidly changing, networked world. We ensure the continuity of critical functions within society and companies and a smoothly running everyday life. Constant motion, experience, and responsibility are at the core of our company culture.

Responsibility does not consist of individual actions; it is a continuous, results-driven, verified process that can be seen in our everyday lives and strategic decisions. We adhere to the UN Global Compact initiative and sustainable development goals and require the same from our partners as well.

Our actions are guided by ethics and transparency. Insta's Code of Conduct emphasizes honesty, compliance with the law, and sustainable development. The company has zero tolerance for corruption and misconduct, and our whistleblowing channel supports transparency.

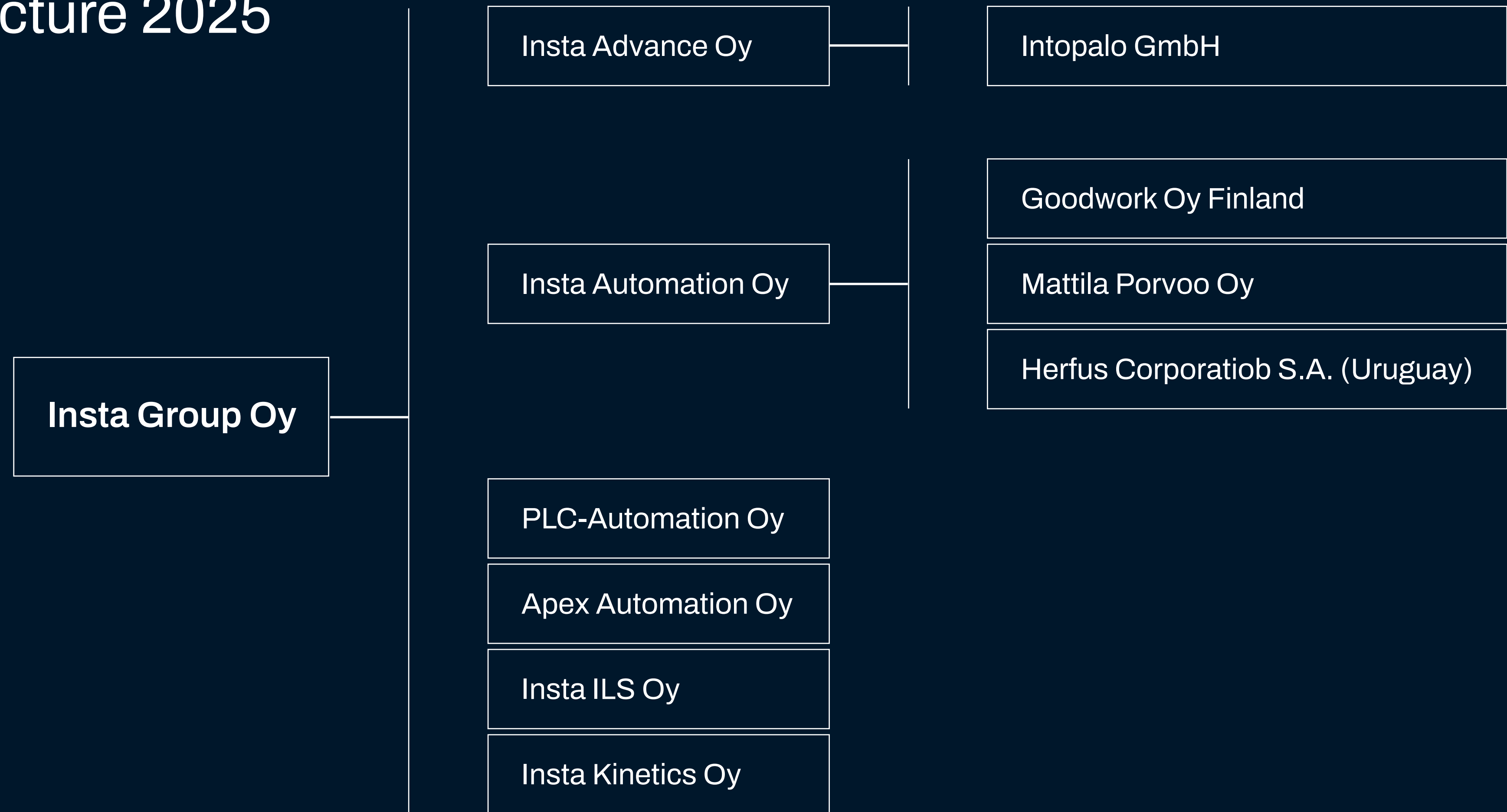
Risk management supports responsibility. We manage risks and proactively prepare for threats. Our objective is to secure business continuity, customer commitments, and brand reliability, as well as to minimize financial losses.



2

The Foundation of Our Sustainability Work:  
Commitment, Cooperation & Trust

# Group Structure 2025



Unless otherwise stated, the Sustainability Report covers the entire Insta group. The completeness of data concerning own operations is the same as in Insta’s consolidated financial statements.

The Sustainability Statement covers the following companies: Insta Group Oy, Insta Advance Oy, Insta ILS Oy, Insta Automation Oy, Goodwork Oy Finland, Mattila Porvoo Oy, PLC-Automation Oy, Insta Kinetics Oy, Apex Automation Oy. More detailed information on the subsidiaries as well as the financial figures are available in the consolidated financial statements.

Insta Group also owns 37% of the outstanding shares in Millog Oy.

Enclosed table contains a list of the certificates guiding Insta’s operations and the companies covered by them.

In accordance with the EU’s Corporate Sustainability Reporting Directive (CSRD), Insta was to be subjected to mandatory, externally assured sustainability reporting in prescribed form as a so-called second wave company in 2026. As a result, proactive preparations have been made for the reporting since 2023. However, the CSRD has changed materially and unexpectedly several times while preparations for the official reporting were underway; according to current regulation, Insta will fall outside of the directive’s area of application. Due to this, the present Sustainability Report adapts some principles from the CSRD directive and the European Sustainability Reporting Standards (ESRS), but the report is not prepared according to them.

This Sustainability Report has not been assured by a third party, but cooperation with the assurers was utilized for a gap analysis of the double materiality analysis.

#### The certificates guiding Insta’s sustainability work and the companies covered by them

Certificate	Companies covered by the certificate
ISO 9001 quality management system	Insta Automation Oy Insta Advance Oy Insta ILS Oy Apex Automation Oy
ISO 45001 occupational health and safety management system	Insta Automation Oy*
ISO 14001 environmental management system	Insta Automation Oy*
ISO/IEC 27001 information security management system	Insta Advance Oy’s Cyber Security business unit and the internal information network (MOHAVE)

\*Goodwork Oy Finland is covered by Insta Automation Oy’s ISO 45001 and ISO 14001 certificates.

# Double Materiality Analysis – Impacts, Risks & Opportunities

A double materiality analysis, which aims to identify the material impacts, risks, and opportunities related to sustainability topics, is the basis for sustainability reporting in the EU’s sustainability reporting directive. This principle has also been adhered to in Insta’s sustainability reporting.

The analysis was finalized as part of the reporting preparations in the summer of 2025, and a gap analysis was also conducted for it together with the assurers. This was done to ensure that Insta’s sustainability reporting has a solid foundation even when the outcome of the EU’s later Omnibus I legislation package was not yet known. The double materiality analysis was implemented according to the CSRD’s original ESRS standards and following EFRAG’s Implementation Guidance 1–3.

The aim of the double materiality analysis was to identify and assess both

the financial and non-financial factors that significantly affect Insta and the stakeholders in its value chain. The analysis aimed to improve strategic decision-making, increase transparency, and ensure that activities are aligned with sustainable development goals.

The material topics identified in the analysis are presented in the attached table. The impacts, risks, and opportunities related to them are described in more detail under the themes in question.

In the future, the double materiality analysis will be renewed regularly and

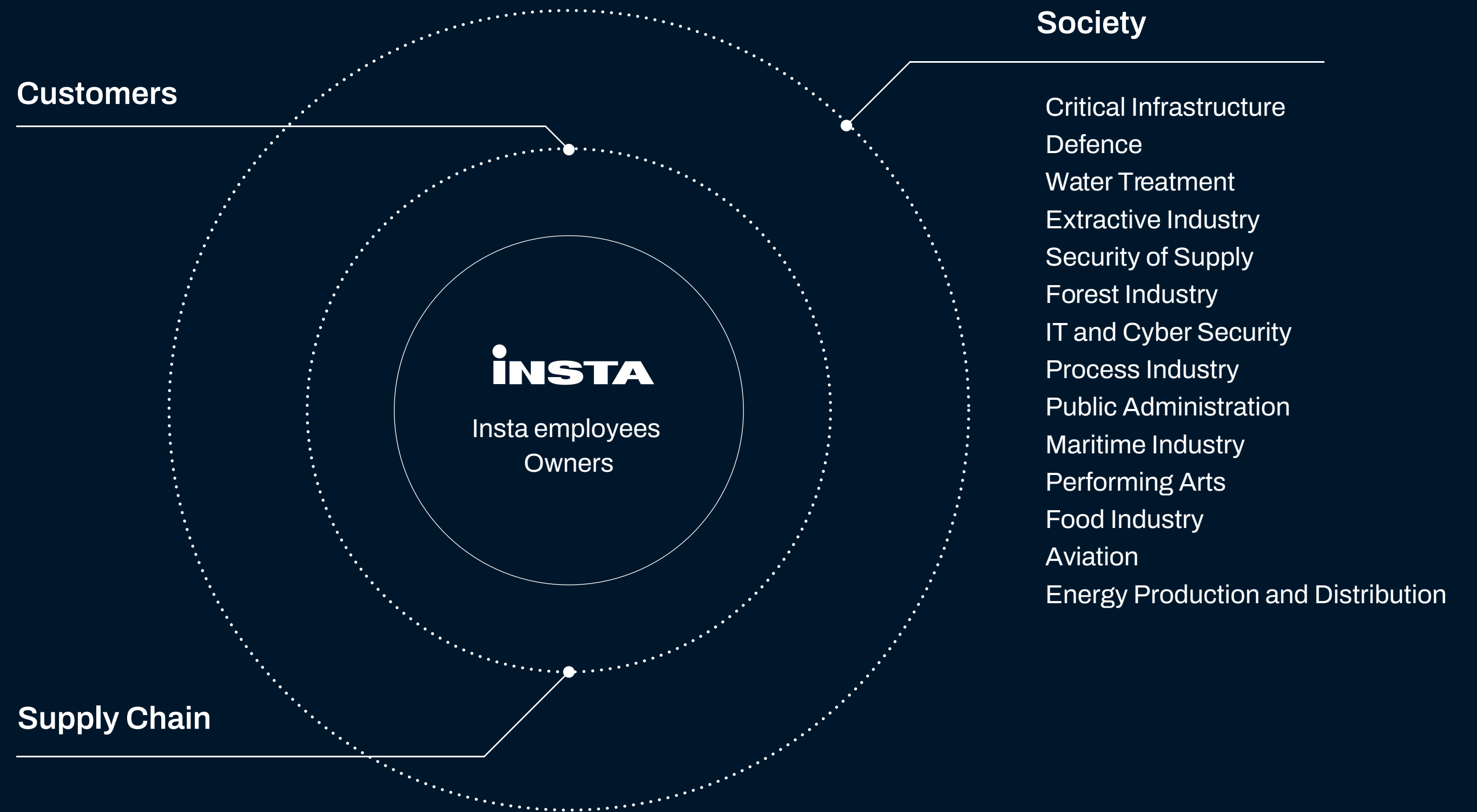
when needed, that is, when the business or the operating environment changes substantially. The update of the analysis will also consider the changes to ESRS and any other possible regulatory changes that have taken place between the analysis rounds.

Topics identified as material in the double materiality analysis

Theme	Topic
Environment	Carbon footprint Insta’s solutions for customers
Social	Working conditions Working hours, work-life balance Health and safety Dialogue, listening to employees
Business conduct	Code of Conduct as foundation for business Payment practices
Security and security of supply	Defence business Critical infrastructure Information security & data responsibility Cybersecurity

# Value Chain

Insta is a highly diversified group of companies, and a clear social impact has been identified through customer relationships. The sectors and product groups served by Insta include, for example, security of supply, defence, critical infrastructure, encryption devices, cybersecurity, software development, water supply, energy supply, the food industry, and other industries. Through these, Insta's business areas have a broad impact on society, its security, and its everyday operation.





**EXPERTISE –**

We get it right the first time

**In this analysis, the value chain** is largely limited in the upstream to direct suppliers which Insta can directly influence (known as “tier 1”). Risks, impacts, and opportunities reaching further into the supply chain were also considered, especially as relates to the realization of human rights in the supply chain; however, such risks were not identified. We are currently developing our procurement function, including from a sustainability perspective, so this may be subject to change.

## Dialogue & Stakeholder Views

Insta maintains continuous dialogue with its stakeholders. Significant stakeholders include, for example, customers, suppliers, own personnel, owners and financiers, and the surrounding society and environment.

Views from stakeholders were also heard as part of the double materiality analysis. A survey was sent to stakeholder representatives (customers, suppliers, partners, financiers) in 2023 and 2024 where they were asked to assess the materiality of sustainability topics to Insta from the respondent's perspective.

The company's own personnel have also been heard as a substantial stakeholder as part of the double materiality analysis. In addition to the surveys performed for all the group's employees in 2023 and 2024, more targeted surveys

and discussions with business representatives were also arranged.

In addition, sustainability themes are also discussed annually as part of the customer satisfaction survey. In the survey for 2025, 78% of the respondents felt that Insta helped them reach their own organization's sustainability targets either very well or well. The open feedback provided concerning Insta's sustainability emphasized that our customers feel that Insta is managing its responsibility matters well; on the other hand, they also wished for more active communication and visibility regarding Insta's sustainability work.

This first Sustainability Report aims to respond to the information needs of stakeholders as well as possible, and the reporting will be developed further on their basis.





**TRUST –**  
We are worth your trust

## Insta's Responsibility Policy

Insta has a responsibility policy covering the entire group, which defines Insta's principles and basic pillars in relation to the sustainability themes.

In addition to the responsibility policy, sustainability topics are discussed at the group level in the ethical principles, the occupational health and safety policy, and in the information security and cybersecurity policy. Insta's two business areas, Advance and Industry, also have their own policies supporting the group's policies.

For us, responsibility means a holistic commitment to solutions for secure digitalization, automation, and leadership that build a more reliable and sustainable society. Insta is involved in

creating a better world for future generations – not only by technological means but also in an ecologically sustainable manner.

When seeking to achieve our business goals, we will proactively avoid using natural resources in a way that depletes or damages their diversity, and avoid burdening nature in this manner. We develop products and services that contribute to our environmental handprint.

We will in no way place our employees in a situation where the quality of life or health of the employee or their immediate family begins to suffer due to their work, the work community, or reasons attributable to the leadership thereof.

We will update our Code of Conduct so that it continues to meet international agreements and requirements and that is able to eliminate unequal treatment, discrimination, and corruption as well as prevent human rights violations. We maintain comprehensive occupational healthcare and proactively manage occupational safety.

We develop practices that ensure business continuity, the development of shareholder value, the meeting of financial goals, the level of security required at any given time, the meeting of expectations pursuant to our customer promise and partnerships, and operations in accordance with our binding obligations.

# Sustainability Targets 2025–2030

Insta is committed to the organisation-wide sustainability targets for 2025–2030. These targets are linked to the sustainability themes most relevant to Insta: carbon footprint, the safety and employee experience of our own personnel, responsible business practices, and security and security of supply. The purpose of these targets is to clarify and measure Insta’s most significant sustainability impacts.

## Progress in 2025

In 2025, we made strong progress toward our targets and significantly deepened our understanding of the next steps.

Our own carbon footprint decreased promisingly. We made a major leap in occupational safety: the LTIF accident frequency rate—measuring ac-

cidents resulting in at least one day of absence—fell significantly thanks to the right actions and long-term efforts. In 2025, the LTIF rate was 2.1 (2024: 5.14). Our eNPS, reflecting employee commitment, rose to a new record at the organisation level: 39 (2024: 37).

Our customer satisfaction score (NPS) increased by six points to an excellent 63 (2024: 57). In the customer survey, we received an excellent rating of 4.4 for reliability as a supplier. Our customers particularly value our dependable operations, strong professional competence, and smooth collaboration — all areas in which we performed better than ever before. In both cases, we reached our targets, but the work continues. Continuous improvement, the willingness to learn, and a deep understanding of the customer form the foundation for long-term and genuine

partnerships.

Ethics and transparency guide our operations. Our Code of Conduct (CoC) aims to promote sustainable development and responsible corporate citizenship. In 2025, 99% of our personnel completed the training related to our ethical principles, and the commitment of our suppliers progressed toward the target level for 2030.



KPI	Material theme	Basis	2023	2024	2025		2030
Scope 1–2 CO <sub>2</sub> -emissions (tn)	Climate Change	CO <sub>2</sub> emissions from own operations are minimized almost completely	937	2,199	2,158		-90%
Occupational safety (LTIF)	Employees	Significant improvement in occupational safety	7.3	5.3	2.1		2.5
Employee experience (eNPS)	Employees	Aiming for a level increase	36	37	39		40
Reliability as a supplier Customer Survey 1–5	Security & Secu- rity of Supply	Maintaining excellent level	4.3	4.3	4.4		4.3
Personnel & suppliers committed to the Code of Conduct (CoC)	Good Governance	Ensuring awareness of and commit- ment to the Code of Conduct	43%	43%	99%		100% personnel
			N/A		N/A		90% suppliers, based on the value of purchases (€)

# 3 Environment

**Environmental responsibility** is part of the commitment to sustainable development in accordance with our values. Insta works proactively in the use of natural resources and in burdening the environment, developing solutions that improve the environmental handprint and support the conservation of natural diversity. Ecological responsibility is not merely an obligation for Insta; it is part of strategic development and the value promise.

We aim to consider the environment in all our activities. In our own activities, we focus on reducing the carbon footprint and the proactive observation and minimization of environmental risks. In addition to this, a practical impact for the good of the environment and climate is sought through Insta's carbon handprint: by helping our customers achieve climate benefits and minimizing the emissions and energy consumption from their operations.

Insta Automation Oy has an ISO 14001 certified environmental management

system which is used to observe, assess, and minimize the environment-related risks within the Industry business. A similar system has also been in development in the Advance business area, but it has not yet been certified.

In 2025, we switched to fully renewable district heat at the Sarankulma campus and began using fossil-free electricity from the start of 2026; this reduced our Scope 1 & 2 emissions.

Insta helps its customers achieve climate benefits through digitalization and data. According to the customer satisfaction survey, 78% of the respondents felt that Insta supported them in reaching their sustainability targets either very well or well.

As part of the double materiality analysis, the following impacts, risks, and opportunities that are related to Insta's direct and indirect carbon footprint and the minimization of its customers' negative environmental impacts were identified.



**Insta is committed to reducing the carbon dioxide emissions from its own operations (Scope 1 & 2) by 90% from the 2023 level by the year 2030.”**

Topic	Description	Impact, risk, opportunity
Mitigation of climate change	Carbon dioxide emissions contribute to climate change	Negative impact
	Optimizing the consumption of energy and chemicals among Industry customers and measuring and verifying the consumption of energy and electricity reduce the carbon footprint of customers	Positive impact
	Stricter customer requirements and competition related to carbon footprint and especially Scope 3 emissions require developing data; they also involve a regulation risk	Risk
Climate change adaptation	Green transition projects for customers	Opportunity

# Carbon Footprint

Greenhouse gas emissions from companies are divided into three categories: Scope 1, Scope 2 and Scope 3.

**Scope 1** covers the company's direct emissions that result from the internal use of fuel and other sources that are directly controlled. At Insta, this includes fuel consumption by the company's own vehicles.

**Scope 2** includes the emissions caused by purchased energy, such as electricity and district heating. At Insta, this refers to emissions caused by electricity and district heating.

**Scope 3** includes all other indirect emissions, such as material purchases, commuting, logistics, and transport.

Insta has been calculating its Scope 1 and 2 carbon footprint since 2021. The emissions are not directly comparable between different years due to company acquisitions and business growth. Reporting is done at the group level, but emissions are also calculated at the company and business area level for internal and customer needs.

The figures for 2025 also include PLC-Automation, which was purchased in 2024, and the emissions from October until December for Apex Automation, which was purchased during 2025.

One of Insta's sustainability goals is the reduction of the carbon footprint's Scope 1 & 2 emissions by 90% from the year 2023. In 2024, the carbon footprint increased due to reasons not attributable to Insta as the result of transferring to a new electricity supplier. Significant actions have already been taken in order to advance the reduction target: during 2025, the Sarankulma campus switched to renewable district heating, and fossil-free electricity will be taken into use at the beginning of 2026.

The total impact of these actions will only be seen in the carbon footprint for 2026, but our carbon footprint was already reduced somewhat in 2025.

In the future, the setting of a target for Scope 3 emissions will also be considered once sufficient data is available regarding indirect emissions.

Emission category	2023*	2024	2025	2030**
<b>Scope 1 GHG emissions</b>				
Scope 1 gross emissions	141	113	136	14
<b>Scope 2 GHG emissions</b>				
Scope 2 market-based gross emissions	797	2086	2022	80
Scope 2 location-based gross emissions	637	524	462	
<b>Scope 1 &amp; 2 emissions combined</b>				
Market-based Scope 1 & 2 emissions	938	2199	2158	94
Location-based Scope 1 & 2 emissions	778	637	598	

Emissions are reported in tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e) \*Baseline year \*\*Target year



The calculation of indirect Scope 3 emissions of Insta’s carbon footprint is currently being developed. Data from several Scope 3 categories is already being compiled; these include waste management, commuting, and business travel, among others. On the other hand, the calculation of large parts is still missing.

The availability and coverage of data for the supply chain are developed as part of a broader procurement development process, since the emissions caused by material purchases can be assumed to form a substantial part of Insta’s total carbon footprint. The aim is to primarily acquire data from suppliers, since primary data is of higher quality than estimates calculated using

emission factors. During 2025, primary data has already been received from some of the most significant suppliers.

A planned step forward in the future will be to implement a transition plan for climate change mitigation which describes the compatibility of the strategy and business model with international climate targets. The Finnish target for carbon neutrality by 2035 and the EU’s target for carbon neutrality by 2050 expose Insta to transition risks if the transition to lower-carbon business is not systematic and adequately long-term.

When preparing the transition plan, the most significant sources of the carbon footprint and the opportunities to reduce it need to be investigated with an

adequate level of precision. In addition to this, the resilience of the business of significant customers and the risks related thereto are also assessed.

The plan is to include a scenario analysis in the transition plan that takes into account a scenario pursuant to the TCFD (Task Force on Climate-related Financial Disclosures) which is compatible with the warming of 1.5°C as required by the Paris Agreement as well as a scenario where global warming has reached 4°C.

Category	Assumptions
Scope 1	Scope 1 emissions have been calculated as CO <sub>2</sub> equivalent by using fuel consumption data and the emission factors for greenhouse gases. The fuel classification from Statistics Finland was used as the source of the emission factors.
Scope 2	Scope 2 emissions have been calculated as CO <sub>2</sub> equivalent by using the information concerning electricity and district heating from the consumption data and invoices. The residual grid mix from the Energy Authority has been used in the calculation of location-based Scope 2 emissions. The calculation of market-based Scope 2 emissions has used contract-based emissions factors for electricity and district heating insofar as they are available.

### **Insta's Energy & Material Efficient Solutions for Customers**

Insta boosts the efficiency of its customers' energy production, distribution and consumption with the help of automation, electrification, and data. These solutions reduce energy consumption and improve process efficiency, thereby reducing the amount of waste. IoT (Internet of Things) and artificial intelligence allow for data gathering and analysis, which will optimize the need for servicing and reduce unnecessary energy consumption.

Data is not only a technological tool; it is a strategic resource that supports responsibility (transparency, traceability, ethicality) and optimizes production (efficiency, cost savings, reduction of environmental impacts).

In our customer satisfaction survey for 2025, 78% of the respondents felt that Insta has succeeded in helping them reach the sustainability goals of their own organizations either very well or well.





### **Smaller Carbon Footprint in 2026**

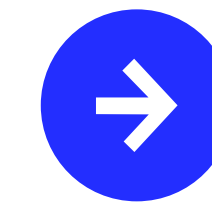
In 2025, we have taken clear steps forward to reduce our own Scope 1 & 2 emissions and to measure our indirect Scope 3 missions.

In 2026, we will focus on improving the calculation of indirect Scope 3 emissions within our carbon footprint and identifying where we can improve the resource efficiency of our own operations.

We have already succeeded in reducing our own carbon dioxide emissions, but the broader management of emis-

sions in the value chain requires more data and the identification of focus areas. In the future, we aim to discover areas for improvement within our own operations, especially as regards minimizing wasted materials during manufacture and a broader utilization of circular economy solutions.

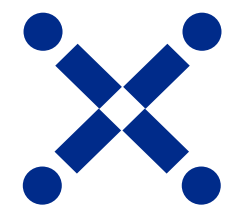
Our focus will also remain on offering our customers energy-efficient solutions which reduce waste of resources. Furthermore, we will aim to identify and enable even more opportunities for us to support our customers in green transition projects.



[See our latest references & offerings](#)

# 4 People





## COLLABORATION –

We excel & succeed together



The strong commitment of our personnel to meet customer expectations every day is a point of honor for us as an employer. As a result, customer focus and competent and committed personnel are core factors of our strategy.

As a stable family company, we want to ensure the occupational well-being of all Insta team members and help them to achieve the best possible results. The importance of personnel well-being and an excellent employee experience are visible in our operations in several ways. According to Insta's personnel strategy, reliable, competent, and motivated personnel who feel good working for us are at the core of Insta's activities.

Good leadership enables growth and smooth cooperation. This allows us to achieve a decisive impact together – and this decisive work is done by approximately 1,300 Insta team members.

Occupational safety and personnel well-being are central to our operations. We are targeting a culture of zero accidents and an LTIF of 2.5 in 2030.

In 2025, our areas for improvement were the development of proactive safety and boosting the efficiency of processing HSE notifications. As regards occupational safety, LTIF improved significantly and was 2.1, which means that we are already below the target for 2030. Work with safety still continues.

The employee experience is measured with the eNPS index, which has reached a level of 39 (2023: 36, target for 2030: 40). The employee Net Promoter Score is showing regular, positive growth.

Insta follows an equality and non-discrimination plan that covers the entire organisation, along with a zero-tolerance policy for inappropriate conduct.

### Main focus — Work Conditions, Hours, Dialogue & Continuous Improvement

As part of the double materiality analysis, we have identified the material impacts, risks, and opportunities related to sustainability topics that are described in the following table. Identification allows for comprehensive management and prevention of the negative impacts through the continuous improvement of our activities. As an employer, we take these topics seriously and are committed to continuous development together with our personnel.

Topic	Description	Impact, risk, opportunity
Working conditions	Good working conditions and flexible working hours support the availability of personnel, their commitment to the company, and the efficiency of work	Positive impact
Working hours, work-life balance	Insufficient working hours may create stress, adversely affect recovery, and increase the risk of problems with coping, leading to various symptoms and consequences	Negative impact
	Appropriate workloads, adequate recovery, overall balanced life	Positive impact
	An excessively high workload for key personnel that cannot be solved creates a risk for a higher employee turnover and/or absences due to illness, which will lead to the loss of competent employees and their input, at least in the short term	Risk
Health and safety	Occupational accidents and exhaustion are risks which will have a negative impact all the way to the personnel, brand, customers, and partners	Risk
Dialogue, listening to employees	Developing trust and preserving it at a good level, a strong culture of working together and settling matters	Positive impact
Training and skills development	Training investments that are too low, focused incorrectly or too late form a risk to business and may increase employee turnover. If the investments do not match the expectations of the personnel or the allocation of the investments is considered to be unjust, this may cause a risk of higher employee turnover	Risk
	Opportunity to remain at the top of development, and for personnel commitment to remain at a good level. A strategically important area that makes business conduct as well as its success and growth possible. Helps with commitment to the company from the personnel perspective	Opportunity
	Strategy-based guidance, which can be seen in how skills development ties with strategy and how we will continue to ensure continuous development with diverse solutions	Opportunity



**Workload and recovery — risk and opportunity**

The flipside, or negative impact, of the strong commitment of our personnel and several overlapping customer projects may be that normal working hours are not sufficient for tending to all duties. This may, among other things, create stress, have an adverse impact on recovery, and disturb work-life balance.

Appropriate personnel workloads which allow for good and adequate recovery and an overall life balance were identified as a positive impact. A strong dialogue and a culture of listening to employees have been identified as a positive impact. This allows for trust to develop and remain at a good level, and reinforces working together and a solution-centered approach.

Three risks were identified as part of the double materiality analysis. The first of these is related to health and safety; to be more exact, it has to do with occupational accidents and exhaustion being risks which may become negative impacts that concern the brand, our external stakeholders (customers and partners), and our personnel.

A second risk is related to working hours, that is, the occasionally overly high workload of key personnel, which, if not solved, creates a risk of higher employee turnover and/or absences due to illness. A possible consequence may also be the loss of competent personnel and their inputs in at least the short term.

The third risk is related to training and competence development. If there were any discontinuities and erroneous or delayed investments related to this, the possible risks would be a negative impact on the employee experience and an increase in employee turnover.

**Driven to Deliver Continuous, Diverse Improvements**

In our customer satisfaction survey in 2025, many respondents emphasized the adequacy of resources, competence development, and training in their open comments. For a long time, Insta has been investing in good working conditions as well as training and competence development, but we recognize that keeping up with developments requires continuous commitment.

Good working conditions, appropriate tools, and flexible working hours promote and support the good availability of personnel on the competence market, commitment to the company, and the efficiency of working.

Training and competence development as opportunities are related to Insta having good opportunities to remain at the top of developments, ensure the success and growth of business, and to stabilize personnel commitment to a good level in the longer term. For their part, the focus areas for competence development are tied to Insta's strategy, and Insta has a strong motivation to implement continuous development with diversified solutions.

### **Insta's principles for equality**

Insta's principles for equality are based on the company's Code of Conduct and values, implementing the requirements of the Act on Equality between Women and Men and the Non-discrimination Act. The key target of the equality plan is to support Insta as a work community where everyone is treated equally and with respect.

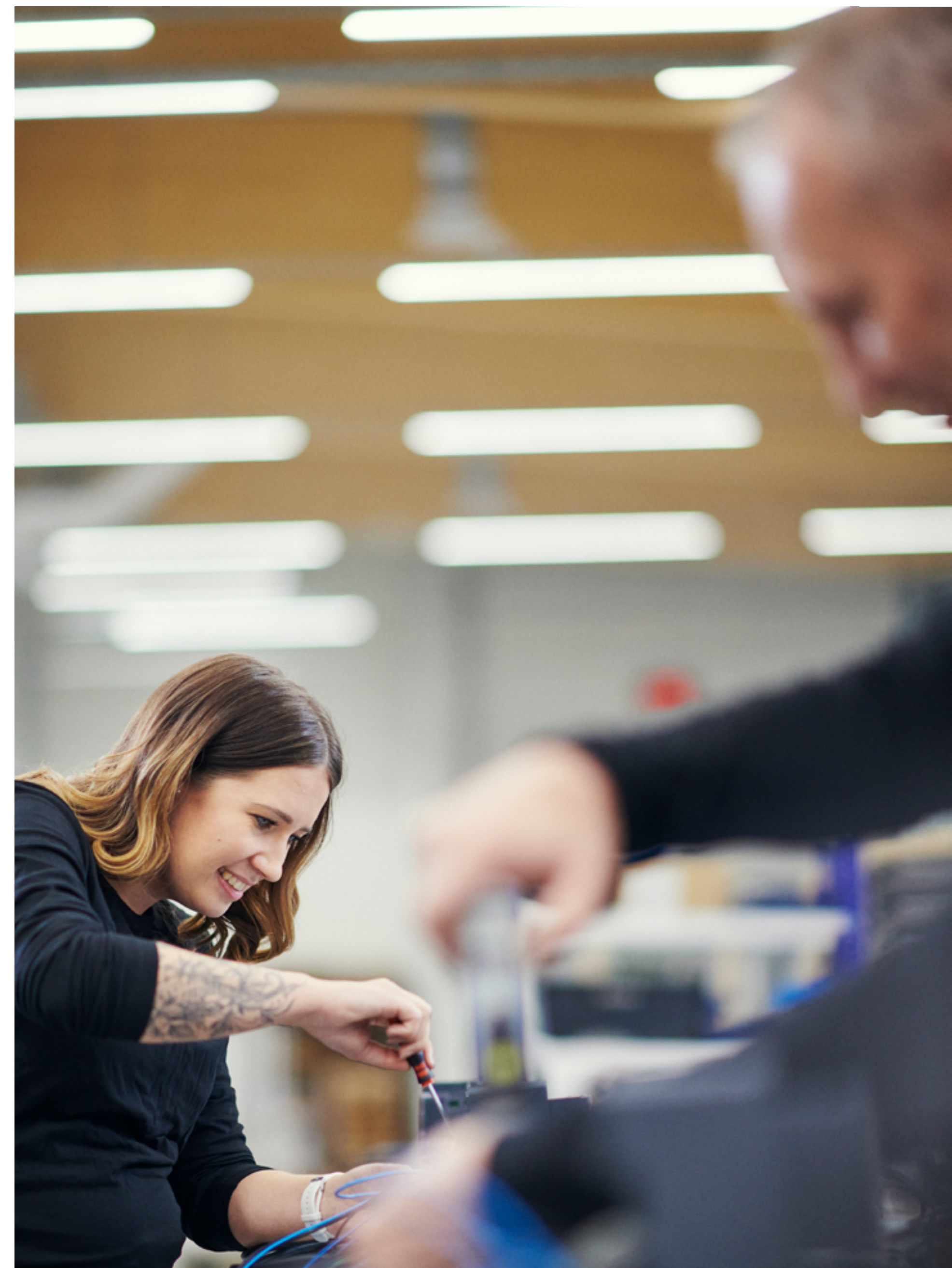
Insta understands that the obligation to promote equality is a shared obligation that concerns the employer as well as all other members of the working community. At Insta, the practices that promote equality are equal, non-discriminatory, and, while taking into account the employer's operating environment, resources, and other conditions, efficient, purposeful, and appropriate.

Insta has in place a prevention and intervention approach for inappropriate treatment and harassment, which applies to the entire group. The company's absolute zero tolerance for inappropriate treatment and harassment is at the core of this approach.

The approach describes situations involving inappropriate treatment, the responsibilities involved with their handling, and how to act in situations where there is cause to suspect inappropriate behavior.

### **Action Plans for Occupational Healthcare**

Close cooperation with our occupational healthcare partners by itself, as well as the action plans created in cooperation with our cross-disciplinary occupational healthcare teams, guarantee up-to-date understanding of health risks and how working capacity is supported and potential problems with it are prevented. Efficient actions and the active follow-up of their impacts are the targets.





## Dialogue With Our Personnel

Insta enters into dialogue with its own personnel in various different ways. Personnel matters are discussed, and the actions that have been agreed on are revisited, with personnel representatives in Insta's advisory committee and occupational health and safety committees. In everyday life, structures that support dialogue are the continuous dialogue between supervisors and employees during everyday encounters, as well as during team and/or project meetups and 1-on-1 meetings.

During each quarter, Insta's senior business management reviews the status of the business and finances as well as topical themes related to the personnel. These regular information events, which are open to the entire personnel, are supplemented by the

business units' own personnel information events and get-togethers.

The annual job satisfaction survey and pulse surveys, which are utilized as required, act as equal opportunities for the personnel to have their voices heard. Our target is a response percentage of 100%, and responses are encouraged in various ways, starting from Insta's senior management.

The results of the job satisfaction survey and the action plans are discussed at several levels, all the way to Insta's Board of Directors, and our starting point is that the voice of each Insta team member is important; in the spirit of continuous improvement, we are advancing the development agenda at various levels of the organization.

Through the HSE system, employees can report their observations and proposals for improvement related to HSEQ matters (health, safety, environment, quality) either publicly or anonymously, according to their own choosing.

A fully anonymous communication channel is provided by the whistleblowing channel, which is available to our personnel as well as Insta's partners, customers, and other actors on our external website. The channel allows for reporting suspected misconduct, misconduct, or any inappropriate activity or suspicion thereof. All reports are processed in accordance with an approved process, and the overall picture is regularly reported to Insta's Board of Directors.



### **Personnel Strategy Implementation & Everyday Development**

The core message of Insta's people strategy is that reliable, competent, and motivated personnel who feel good working for us are at the core of Insta's activities. Furthermore, good leadership enables growth and smooth cooperation, allowing us to make the decisive impact together.

The aim for the development of leadership and supervisor work as well as regular supervisor trainings is to ensure adequate tools for supervisor work which allow for leading with a results-driven but humane approach; for example, identifying potential stress situations on time and seeking solutions for them together with the per-

sonnel. Alternatively, internal/external support can also be sought for the situation. Supporting the well-being of the senior management and supervisors, which we are boosting through peer learning in addition to increasing information, must also be borne in mind. Our job satisfaction survey also covers work stress as one theme. We value healthy work-life balance at Insta and do our best to support employees in achieving it.

Correctly targeted, timely competence development is ensured as part of discussions on goal setting and development. In order to support development, we track the total number of training hours at the annual level for both the group and the individual companies. In all of our competence development ac-

tivities, we aim at a quantitatively positive trend, but, above all, efficacy.

Development of leadership and supervisor work is one of Insta's strategic focus areas. We have diversified our selection of methods and have brought development closer to the individual supervisor. For example, we introduced supervisor forums, "Developing together" sessions and 360 surveys as new elements that we can use. Similarly, our business partnership approach to HR allows for even stronger cooperation and support in the everyday lives of supervisors.

### Aiming for Excellent Employee Experience & Equal Rules

We are aiming for an excellent level (eNPS in our job satisfaction survey above 40) as regards our employee experience by 2030. Employee Net Promoter Score, eNPS, is an internationally benchmarkable recommendation index.

The high response rate (2025: 77%, 2024: 66%) to our job satisfaction survey provides good prerequisites for continuing the active development of a common culture together with the personnel. The work is done in teams as

well as more broadly across units, business areas, and all of Insta: the results are processed and understood together, actions are agreed on, and the everyday implementation of the actions is ensured. In 2025, the employee commitment index reached a group-level record of 39, up two points from the previous year.

The coverage of the action plans is tracked across the entire group. All open comments from the job satisfaction survey are read carefully, and any issues raised are addressed under the relevant themes. The zero tolerance toward all inappropriate behavior and the availability of support in case of difficult situations are brought up as the results of the survey are published.



Employee experience is one of our key focus areas.”

KPI	2023	2024	2025	2030
Employee experience (eNPS)	36	37	39	Excellent level: 40
Commitment to Code of Conduct (personnel)	43%	43%	99%	100% coverage within our own personnel

### Basic Information on Own Employees & Gender Distribution

The enclosed table reports the numbers of Insta employees broken down by gender and employment type.

### Remuneration Metrics (Pay Gap & Total Remuneration)

We are currently preparing for the obligations introduced in the Pay Transparency Directive, and will be reporting our remuneration metrics in the Sustainability Report for 2026.

#### Gender distribution of Insta's employees

Gender	Regular employees			Fixed-term employees			Variable-hour employees			All employees		
	Male	Female	Total	Male	Female	Total	Male	Female	Total	Male	Female	Total
Number	1086	175	1261	60	15	75	52	13	65	1198	203	1401

#### Gender distribution of Insta's top management and board

	Top management	Top management (%)	Board of Directors	Board of Directors (%)
Male	4	80%	7	88%
Female	1	20%	1	13%
Other	0	0%	0	0%
Total	5	100%	8	100%

# Health & Safety

## Occupational health and safety policies (OHS and HSEQ policies)

Insta Group takes care of the occupational health and safety of its personnel, subcontractors, visitors, and other persons within its sphere of influence. The key objectives of the group's OHS policy include creating and maintaining safe and healthy working conditions, identifying and eliminating hazards at work, reducing risks, and considering opportunities. Our objective is zero occupational accidents.

In addition to the group's OHS policy, business areas have supplementary, separate OHS/HSEQ policies that aim to consider the special characteristics of the business.

Insta measures the level of occupational safety by means of both reactive and proactive metrics. The metrics related to accidents and near misses are reactive metrics. Proactive metrics, for their part, are the numbers of HSE notifications, last-minute risk assessments, safety walkdowns, and "15 minutes for safety" events.

In 2025, our areas for improvement within the Industry business, in particular, were the development of proactive safety, boosting the efficiency of processing HSE notifications and learning from them, and reinforcing our accident investigations. Significant positive developments have been achieved in the reporting of safety walkdowns, 15 minutes for safety, and last-minute risk assessments.

We took a giant leap ahead in improving occupational safety, as our lost time incident frequency (LTIF), which measures accidents leading to at least one day of absence, decreased substantially as the result of taking the correct actions and working with a long-term focus.

The main activities for the development of occupational safety in 2026 are expanding the certifications, defining the personal protective equipment and selection of safety equipment, and developing the occupational safety training.

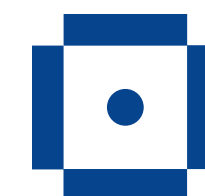


Health and safety metrics	2024	2025
Number of fatalities resulting from occupational injuries and illnesses	0	0
Number of recordable occupational accidents	17	7
Lost time incident frequency (LTIF)	5.1	2.1
Number of working days lost due to occupational injuries and illnesses	261	72

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Security &  
Security of Supply





## Culture of Safety

Security and security of supply are an important topic for Insta, also from a sustainability perspective. We ensure critical security and functionality within industry, defence, software development, and cybersecurity.

Insta is a reliable partner that our customers can always rely on when society needs to run smoothly. We develop information security and cybersecurity solutions and provide services related to the operation of critical infrastructure, security of supply, and defence technology, among others.

Security is a cornerstone of Insta's operations and a key part of responsibility. Corporate security includes physical security as well as cybersecurity, personnel security, and risk management. Our aim is to improve the competitiveness and productivity of the company by ensuring business continuity.

**Insta maintains a high level of corporate security** and is an important part of Finland's security of supply. Insta's companies employ quality management and environmental management systems (ISO 9001, ISO 45001, ISO 14001, ISO/IEC 27001, AQAP-2110) according to their needs; these support safety, quality, and environmental responsibility across the entire group.

The Net Promoter Score in our customer satisfaction survey is excellent at 63 (2024: 57) and the rating for our reliability as a supplier is 4.4. In particular, our customers value the reliability of our operations, the high level of professionalism, and the fluency of collaboration – and we also succeeded better than ever at these.

The enclosed table describes the material impacts, risks, and opportunities related to this theme. A clear positive social impact has been identified in the defence business, which is significant for Insta, but it also involves risks which are taken into account and minimized as far as possible. Furthermore, the defence business has a negative impact on the well-being of individuals due to its nature.

Insta's positive impacts also include critical infrastructure, security of supply, and the maintenance of information security and cybersecurity for the customers. Due to their significance, these vital businesses also contain risks.

Insta's security culture is continuously maintained and developed. Furthermore, Insta invests in the occupational safety and well-being of its personnel.

We are one of the leading cybersecurity actors in Finland, and this security sector and its growth involve clear business opportunities. Insta protects its customers' critical resources and supports secure digitalization.

Insta also is a strategic partner for the Finnish Defence Forces and other authorities, offering solutions which support national security and the operational reliability of critical systems.

At the same time, these security sectors involve risks that are identified, assessed, and prioritized, and actions are developed in order to minimize or eliminate the impacts of risks.

Topic	Description	Impact, risk, opportunity
Defence business	The defence business is critically important in terms of Finland's security; at the same time, however, the products can be used to harm people	Positive/negative impact
	In the long term, the general atmosphere may become less favorable for the defence business	Risk
	Working as a supplier for the defence business increases the risk of cyber attacks and attempts to influence people, for example	Risk
	Strategic partnership with the Finnish Defence Forces secures business continuity, increases credibility from the point of view of foreign system suppliers and in the rest of the security-oriented clientele, and provides new business opportunities – including internationalization	Opportunity
Critical infrastructure	Insta, through its customers, is involved with protecting the operation of critical infrastructure in the water and energy supply sectors and the food industry	Positive impact
Information security & data responsibility	Insta stores both in-house information and customer information that is critically important to protect	Risk
	Increased regulation creates business opportunities	Opportunity
Cybersecurity	Cybersecurity is part of Insta's core business; positive impact on securing society	Positive impact
	The cybersecurity market is growing, and Insta has products and services to meet the demands, as well as continuous development	Opportunity

# Safety & Security Aspects Are Considered in All Operations

The aim of leadership for security is to ensure the safety of all of Insta's operations under all conditions, by maintaining and developing security culture on the basis of the strategies of the group and its business functions, policies, business requirements, and the legislation.

Insta's safety activities are based on the group's safety policies that guide the development, implementation, and maintenance of security. The policies define clear targets and courses of action which the top management is committed to.

The target for Insta's information security and cybersecurity policy is to develop and

implement information security practices that ensure a high level of information security for customers, owners, and personnel across the entire group.

The risk management policy guides the ensuring of business continuity and the meeting of customer requirements, contractual requirements, and legislative requirements. Increasing shareholder value and supporting well-being at work is also a target.

The occupational health and safety policy, for its part, focuses on ensuring the health and security of the company's own personnel, subcontractors, and visitors.

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**The target is to encourage and engage the personnel and stakeholders to consider security aspects in everyday work.”**

### Reliability as a Supplier

Reliability as a supplier is one of Insta’s sustainability goals, and it is measured annually as part of the customer satisfaction survey. Reliability is a prerequisite for the continuity and development of Insta’s socially critical business.

We are committed to providing safe, high-quality, and innovative solutions to our customers. We maintain a high level of corporate security. We ensure the continuous development of our personnel’s competence in order to be able to offer the best possible service.

We are an important part of the Finnish security of supply, covering strategic partnerships and the life cycle man-

agement of critical systems. Our target is excellent customer satisfaction (NPS above 50) and an excellent assessment of our reliability as a supplier (4.3 on a scale of 1 to 5).

In order to advance this target, we are expanding solutions and offerings while putting our customer needs first and aim to actively influence the development of our industry and solutions, making them more responsible. We implement regular customer satisfaction surveys, analyze their results, and implement the actions that have been agreed on.

Our Net Promoter Score in the customer satisfaction survey grew by six points and was excellent at 63 (57 in

2024). In the survey, we received commendable marks of 4.4 for our reliability as a supplier. In particular, we received praise for our smooth and easy collaboration, reliability, and high professional competence. Handling of the agreed responsibilities, the quality of our deliveries, and meeting our customers’ needs are at a very high level.

Insta’s information security and cybersecurity, occupational safety, and securing critical infrastructure and security of supply were considered to be the most important topics for responsibility in the survey. In the future, we will continue to develop our offering in a way that allows us to support the responsibility work of our customers.

Topic	Metric	2024	2025
Customer satisfaction	NPS (Net Promoter Score)	57	63
Insta’s reliability as a supplier	Rating on the customer satisfaction survey	4.3	4.4



**78% of the respondents felt that Insta has succeeded in helping them reach the sustainability targets of their own organizations either very well or well.”**

Customer Satisfaction Survey 2025

# Defence Business — Strong Commitment to Security of Supply

Insta has worked in close cooperation with the Finnish Defence Forces (FDF) since 1973, and since 2015, Insta has been a strategic partner to the FDF. Insta services and maintains several critical systems for the FDF, such as military aviation systems, situational awareness systems, and cybersecurity systems. This is one of Insta's significant positive impacts on the Finnish society. We implement systems and software subject to assignment from the FDF, and air defence command & control systems are part of our strategic partnership.

The FDF is acquiring support services for systems from Insta which will be delivered in 2026–2030. These are services pursuant to partnership agreements between the FDF and strategic partners. The partnership agreements cover support services related to the FDF's military aviation equipment and

systems, reconnaissance, monitoring, and command & control systems, as well as training and information security services.

Russia's attack on Ukraine has changed attitudes towards the defence business, and it is now largely seen as a necessary part of defending democracy and European values. Therefore, the business risk of general attitudes towards the defence business becoming more negative in the long term, as geopolitical tensions ease across Europe, has also been considered. We actively follow societal discussion and stakeholder expectations and transparently communicate regarding our activities within the framework of the customer agreements.

The Insta Steel Eagle product family is also one of the products of Insta's defence business; it includes a new ver-

sion of the Insta Steel Eagle™ drone, known as Insta Steel Eagle™ ER (Extended Range), which was developed in 2025 in collaboration with an international partner. The solution combines patented Finnish explosive technology and high-performance drone equipment that is designed to withstand the jamming that is part of modern electronic warfare.

Since the product is designed for modern warfare, the damage caused by the product on humans and the environment has also been considered. This has been taken into account in the development and sales of the product. Insta always observes international sanctions and export control guidelines in terms of both defence supplies and dual use products, and products are not exported to prohibited countries, areas, actors, or for prohibited

purposes. The potential risks of misuse have been considered in the sales and efforts have been taken to minimize them.

A changed security environment emphasizes the significance of critical defence technology. Insta is rising to the challenge with agile product development, which allows for applying the lessons to domestic defence and security of supply.

The defence business also involves, among other things, an increased risk of cyber attacks and efforts to influence people. These risks are met by Insta's high level of corporate security and up-to-date risk management.

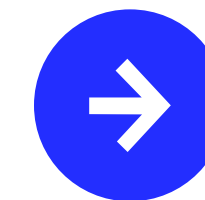




## Promoting Security of Supply & Critical Infrastructure Within Society

In addition to the defence sector, Insta also works to ensure the safety and security of operators that are in charge of critical infrastructure and the security of supply. For example, Insta organizes crisis management exercises for water utilities, insurance companies, and several organizations within public administration.

The exercises consider both cyber threats and hybrid threats, and Insta's crisis and preparedness management solutions support the competence of organization management and personnel to respond to incidents and crisis situations. The practices tested in these exercises improve safety and help manage disruptions quickly, reducing both material and immaterial damage.



# Cybersecurity Solutions – Security and Business Opportunities

Insta offers a broad range of cybersecurity services that support the security and digital resilience of society's critical functions. Services are specially designed for high security level environments, and they promote responsible and sustainable digital activities. For Insta, this is a positive impact on the broader society as well as a business opportunity. The regulatory requirements for responsibility concerning data are also expected to develop and grow, which will create business opportunities for Insta's services.

Insta's cybersecurity services include, among others, network security solutions, situational picture and threat prevention for cybersecurity, PKI and certificate solutions, and cyber consulting and expert services. Insta is actively involved in helping its customers prepare for the requirements of the EU's Cyber Resil-

ience Act, for example, which will affect all products that contain digital elements. Insta offers services that can be used to ensure the compliance and information security of products throughout their life cycle.

In addition to the products and services offered by Insta, cybersecurity includes Insta's own cybersecurity. Insta stores both in-house information and customer information that is critically important to protect. The company's own personnel receive continuous training regarding potential threats and risks related to cybersecurity.

For a long time, Insta has been developing high security level encryption solutions for the authorities as well as for security critical environments.



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# Ethical Business Conduct

**Insta** is committed to ethical and responsible conduct in all of its business functions. Values and trust are the basis of all our operations.

Our actions are guided by the Code of Conduct (CoC), and we are aiming for 100% of our personnel as well as 90% of our suppliers by purchase value in euros to commit to the CoC by 2030. During 2025, we comprehensively reinforced awareness of the importance of ethical business within our entire organization. 99% of our personnel completed the training related to ethics principles, and engaging our suppliers advanced toward our target for 2030.

The whistleblowing channel supports transparency and the prevention of

misconduct. The channel ensures that unethical or illegal conduct can be reported confidentially and treated appropriately.

Insta also acts responsibly in terms of its payment practices and investments.

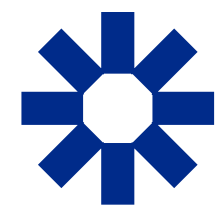
Insta has a CoC approved by the Board of Directors which defines the group's common ways of working and aims to promote sustainable development and good corporate citizenship. Insta's personnel commit to adhering to the CoC, and training related to the CoC is included in the induction for new employees. Furthermore, the entire personnel complete the training every other year.



**Insta adheres to the UN Global Compact initiative and sustainable development goals and requires the same from its partners as well.”**



Topic	Description	Impact, risk, opportunity
Ethical business conduct	Significance of ethical business conduct and a responsible company culture to all activities	Positive impact
Payment practices	Insta is a significant customer to some of its suppliers, and, as a result, irresponsible payment practices could cause significant detrimental impacts	Potential negative impact



# Code of Conduct

The most important global principles and practices, international laws and practices that Insta adheres to are as follows:

- The UN Universal Declaration of Human Rights;
- The UN Global Compact initiative for global corporate social responsibility and the UN Sustainable Development Goals;
- The UN Guiding Principles on Business and Human Rights;
- The ILO Declaration on Fundamental Principles and Rights at Work, and
- The OECD Guidelines for Multinational Enterprises.

The Code of Conduct discusses Insta's values and principles, adherence to laws and regulations, fair competition, safety and non-discrimination in the working environment, ban on discrimination, environmental responsibility and sustainable development, management of conflicts, data protection and information security, as well as the reporting and consequences of violations. It defines the common ways of working and how all Insta employees are expected to act in their daily work.

The purpose of Insta's Code of Conduct is to promote sustainable development and good corporate citizenship.





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**One of Insta’s sustainability goals is to have 90% of its suppliers (by purchase volume) commit to the BPCoC or a similar code by 2030.”**

#### **Supplier Code of Conduct**

The Business Partner Code of Conduct (BPCoC) defines the principles for ethical business conduct and sustainable development which Insta’s business partners are expected to adhere to. Among other things, this Code covers provisions related to corruption, human rights, health and safety, and the environment which business partners are expected to commit to. Suppliers must ensure a safe working environment for their employees.

## Whistleblower Protection

According to legislative requirements, Insta has a whistleblowing channel in place that allows both in-house personnel and stakeholders to anonymously make contact and report any misconduct or shortcomings that they observe. All of the reports made through the channel are processed confidentially, regardless of whether they are covered by the Whistleblower Protection Act's area of application.

There have been no confirmed cases of the use of child labor or forced labor, human trafficking, or corruption within the company's own operations or its value chain. However, Insta is aware of the challenges involving human rights, workers' rights, and occupational safety that are present within global and complex supply chains. Insta encourages its own employees and stakeholder representatives to bring forward any concerns.





## Payment Practices & Investments

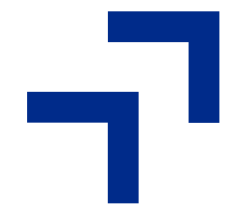
Insta has identified a potential negative impact related to suppliers: Insta is such a significant customer to some of its suppliers that irresponsible payment practices could cause significant detrimental impacts to them.

However, Insta has reasonable payment practices for all suppliers, and efforts are made to pay invoices on time. Payment terms can vary according to conditions.

Insta is not a party to any pending court cases concerning delays in payment.

In its asset management, Insta Group Oy employs parties that have signed and adhere to the UNPRI (United Nations' Principles of Responsible Investment). Sustainability is taken into account in investment activities in terms of the environment, society, and good governance.

As part of Insta's overall sustainability goals, investment activities also received their own sustainability goals in 2024; for the time being, they are focused on reducing the carbon footprint. The long-term target was to bring the portfolio's carbon intensity low (less than 70 CO<sub>2</sub>t/USD million of net sales), and this target has already been achieved.



## Our Work With Responsibility Continues

The future of Insta's responsibility work is based on clear targets and strategic decisions that guide our activities toward a sustainable and secure society.

Responsibility is an irremovable part of Insta's strategy and values. It refers to the following:

- Our solutions for defence, cybersecurity, and industrial automation play an important role in making everyday life smooth for Finns and securing their future.
- Personnel well-being and competence development during continuous change.
- Ethical use of technology, such as the responsible utilization of artificial intelligence and data.

Our [responsibility roadmap](#) guides our practical activities, which include reducing our carbon footprint and promoting energy efficiency, improving occupational safety and well-being, ensuring our reliability as a supplier and partner, and implementing our Code of Conduct across the value chain.

For example, a step forward in the future will be to implement a transition plan for climate change mitigation that describes the compatibility of Insta's strategy and business model with international climate targets.



**iNSTA**

Decisive Impact