
Dyson Modern Slavery and Child Labour Prevention Statement 2025

Norway

1.0 Dyson's business, operations and supply chain

Dyson Norway AS ("Dyson"), alongside other non-reporting entities has the ultimate parent company Dyson Holdings Pte Limited (together the "Dyson Group"). The Dyson Group are a global group of companies committed to conducting business in an ethical and environmentally responsible way. This statement is made on behalf of Dyson Norway AS:

Dyson Subsidiary	Country of Incorporation and Registration Number	Registered Address	Applicable Act
Dyson Norway AS	817 831 842	c/o KPMG Law Advokatfirma AS Dronning Eufemias gate 6A 0191 Oslo Norway	Norway Transparency Act 2022

The Dyson Group has engineering, research, development, manufacturing and testing operations in Singapore, the UK, Malaysia, China, and the Philippines. The Dyson Group is headquartered in Singapore and employs over 10,000 people globally.

The Dyson Group's own manufacturing operations are based in Singapore and the Philippines. The Dyson Group's supply chain includes contract manufacturers in Malaysia, the Philippines, and China, with tier two and three manufacturing suppliers primarily based in Asia. It also includes suppliers of other goods and services to support its operations, such as cleaning, maintenance, catering and security providers.

Message from The Dyson Group's Chief Supply Chain and Operations Officer

"Dyson firmly rejects modern slavery and child labour in all forms, and we are dedicated to upholding the highest standards of conduct throughout our operations and global supply chain."

Michael Rombouts, Global Supply Chain and Operations Officer

2.0 Introduction

Dyson is committed to ensuring that it conducts its business in a legal, compliant and ethical manner. Dyson is committed to providing work that is freely chosen and to supporting livelihoods within the Dyson Group's manufacturing operations and its wider supply chain.

Modern slavery is used to describe situations where coercion, threats or deception are used to exploit victims and undermine or deprive them of their freedom. Modern slavery is an umbrella term that includes human trafficking, slavery, servitude, and forced labour. Child labour includes what the International Labour Organisation (ILO) defines as the 'worst forms of child labour' as defined in article 3 of Convention 182, as well as any labour which interferes with access to or quality of mandatory education.¹

Dyson does not tolerate modern slavery or child labour. Dyson recognises that identifying and mitigating the risks of modern slavery and child labour in global companies with complex supply chains requires on-going commitment. Dyson therefore remains dedicated to tackling these issues through strong policies, internal and external audits, training, and input from independent external experts, in collaboration with the wider Dyson Group.

1. [Worst Forms of Child Labour Convention, 1999 \(No. 182\) | OHCHR](#)

3.0 Our approach

The following sections describe the Dyson Group's due diligence approach.

3.1 Governance

The Dyson Group's specialist Corporate Social and Environmental Responsibility ("CSER") team works in partnership with supply chain facing teams to set and monitor adherence to modern slavery and child labour prevention requirements in the supply chain. The Dyson Group works with its suppliers to help them understand the expected standards in their operations and supply chain through a combination of training, audits, and assessments.

The Dyson Group's Supply Chain Sustainability Programme is monitored by the Sustainable Supply Chain Council which reviews adherence to the Dyson Group's policies, critical remediation and consequential actions for suppliers who do not meet expected standards. The Dyson Group's supply chain governance model allows for immediate action to be taken if it is discovered that standards are not being met. The Dyson Group's preference is to continue to work with a supplier to achieve long-term continuous improvement, however, where this becomes unrealistic, the Dyson Group is prepared to end its engagement with a supplier.

3.2 Policy

The Dyson Group communicates its standards and expectations to suppliers through the Dyson Ethical and Environmental Code of Conduct (the "Code of Conduct") which incorporates international labour standards and human rights principles and national laws. The Code of Conduct sets out requirements for the Dyson Group's own manufacturing operations and its suppliers in relation to labour practices; the environment; health and safety; worker accommodation; responsible sourcing; and ethical business practices. The Code of Conduct prohibits all forms of slavery, human trafficking, forced labour, and child labour.

The Code of Conduct forms part of the contract with a supplier and is communicated to suppliers during their on-boarding process. The Code of Conduct is supplemented by additional policies and standards outlining specific requirements to ensure fair and ethical practices between suppliers and their workers. Policies are updated at regular intervals to ensure they remain in line with legal requirements and internationally recognised standards.

3.3 Risk assessment

Risk assessments are carried out on suppliers using Sedex, an industry recognised risk assessment platform. During registration and onboarding, suppliers are required to complete a detailed self-assessment questionnaire which covers labour standards, business ethics, health and safety and management systems. Sedex's risk assessment tool helps identify suppliers operating in high-risk environments, or with workers who are more vulnerable to exploitation. The results of these risk assessments determine whether the Dyson Group will begin to work with a supplier and informs future audit selection and frequency.

In addition, Supplier Scorecards are maintained across all contract manufacturers with key performance indicators (KPIs) related to labour standards; wages, benefits and working hours; health and safety; environment; ethics; and management systems. Scorecards are updated and reviewed on a monthly basis as part of supplier monitoring. When KPI performance dips, this allows for fast, targeted remediation by the supplier.

3.4 Audit

Regular audits are conducted of the Dyson Group's own manufacturing operations and of suppliers including by external independent audit partners. As a member of the Responsible Business Alliance (RBA), Dyson leverages RBA audit results to assess RBA member suppliers. These audits are usually conducted on a semi-announced or unannounced basis.

Audits assess adherence to Dyson's Code of Conduct, and associated policies and standards. Auditors interview a cross-section of the workforce without management presence (with translators, if required). Through this process, it remains the supplier's responsibility to meet the Dyson Group's standards and comply with all relevant legal requirements. If suppliers do not meet Dyson's requirements, Dyson collaborates with the supplier to resolve the identified issues through a Corrective Action Plan (CAP). A re-audit is then arranged within an appropriate timeframe. Suppliers failing two consecutive audits face sanctions and may only resume business after passing a new audit and addressing all corrective actions. If performance does not improve or the supplier does not prioritise corrections to its operations, the Dyson Group reserves the right to end the relationship.

3.5 Grievance mechanism

Workers in the Dyson Group's own operations have access to an independent and confidential helpline provided by NAVEX, available in local languages and offering the option to raise concerns anonymously. Reports are investigated by Dyson and addressed with appropriate remedial actions in line with the Dyson Group's policies.

Contract manufacturers and other suppliers are required to maintain their own independent grievance mechanisms to ensure workers can raise concerns confidentially, anonymously and without fear of retaliation, as set out in the Code of Conduct. In addition, Dyson monitors Tier 1 suppliers' grievance cases.

4.0 Identified potential risks 2025

Risks of modern slavery and child labour are identified through a combination of risk assessments, audits, and grievance mechanisms and using external reference points such as the US Trafficking in Persons Report. In 2025, the identified areas of on-going potential risk within the technology industry include:

- Forced labour
- Working hours, wages and benefits
- Raw material sourcing and child labour

4.1 Risk of forced labour

The manufacturing industry can involve a high proportion of migrant workers. This can present an inherent risk of non-compliant recruitment practices by recruitment agencies.

In 2025, due diligence efforts included training for contract manufacturers on responsible recruitment practices, promoting the use of recruitment agencies certified by The Fair Hiring Initiative's "On The Level" programme.

Complex and multi-tiered supply chains, which may also utilise migrant workers, present an inherent risk of potential involuntary labour and/or overtime. Identifying and addressing this risk in the lower tiers of the supply chain is challenging, due to limited visibility and leverage.

In 2025, the Dyson Group conducted enhanced forced labour due diligence within strategic sub-tiers of contract manufacturers in key regions. This involved targeted training and audits, focused on ILO forced labour standards and responsible recruitment principles. As a result, there has been positive impact on supplier performance. Suppliers who attended the workshops improved their compliance and audit scores.

The Dyson Group continues to conduct unannounced spot audits to enhance supply chain oversight. Spot audits with targeted suppliers help identify potential risks. Where corrective actions are identified, the Dyson Group is committed to achieving full compliance through capacity building and focused training.

4.2 Risk of non-compliant working hours, wages and benefits

A potential risk throughout manufacturing supply chains is non-compliance with working hours legislation (including overtime, inaccurate or unpaid wages, and the non-provision of benefits). This can particularly affect migrant worker populations.

The Dyson Group's Supply Chain Sustainability Programme, includes:

- Supplier Scorecard: Monthly monitoring of contract manufacturer key performance indicators (KPIs) including labour standards, as set out in the Dyson Group's Code of Conduct. Engagement on these topics have resulted in improved compliance.
- Cross-functional working: CSER, Procurement, and Commercial teams collaborate to reward good practice.

4.3 Raw material sourcing risks

Complex and multi-tiered technology supply chains, which include the sourcing of raw materials and minerals, present potential risks related to modern slavery and child labour. Identifying and addressing these risks in the lower tiers of the supply chain can be challenging, due to limited visibility and leverage.

In 2025:

- The Dyson Group continued expanding minerals due diligence and child labour traceability efforts, focussing on the upstream supply chains of key suppliers.
- Several contract manufacturers underwent third-party social compliance audits, which showed conformance, and also completed responsible materials sourcing assessments.
- A new third-party chain of custody assessment was conducted for long-term hair suppliers. Results showed that suppliers were conformant with expectations.

Through assessments conducted in 2025, no concerns of child labour were identified, and therefore no remedial measures were undertaken.

Continuous efforts will be made to reinforce mitigating and preventative initiatives to ensure ethical supply chain management.

5.0 Training

Maintaining and developing capacity and capability within supplier facing teams is a priority for the Dyson Group. Where possible, external experts are engaged to enhance the teams' technical expertise and keep up to date with industry best practice. Key training activities delivered in 2025 included:

Dyson employee training:

- Internal auditors at Dyson's motor manufacturing site completed targeted CSER training on risk identification, internal audit techniques, and incident record keeping.
- The Dyson Group rolled out an internal Modern Slavery and Child Labour prevention e-learning module to over 2,200 supplier facing employees in 2025. Further roll out activities will be implemented in 2026.

Supplier training:

- In 2025, 205 suppliers received training on Dyson's Ethical and Environmental Code of Conduct and CSER policies requirements.

6.0 Taking effective action in 2025

Dyson understands that continuous focus and action is required to assess and address the risks of modern slavery and child labour in own operations and supply chains. The Dyson Group's Sustainable Supply Chain Programme includes management systems to measure the effectiveness of actions taken. Actions and measures to note in 2025 include:

- Enhanced due diligence through supplier audits in 23 countries.
- Supplier management: Suppliers are regularly assessed through a combination of audits and performance scorecards. In addition, Dyson held supplier training days to foster supplier engagement and share best practice. Ongoing initiatives with contract manufacturers and suppliers enhanced oversight within the supply chain, including strengthened due diligence activities, remedial actions, and regular monitoring of progress.
- Governance: Dyson's Sustainable Supply Chain Council provided oversight of supplier performance, to enable targeted action and monitor adherence to Dyson's Ethical and Environmental Code of Conduct.

7.0 Approval

Dyson remains dedicated to continuing efforts to assess and address modern slavery and child labour risks in its operations and supply chain.

This statement for Dyson Norway AS FY2025 was approved by the Board of Dyson Norway AS on the 17 June 2026.

Signed by:



Nikhil Rastogi, Board Member of Dyson Norway AS
17 June 2026

8.0 Appendix

This Statement is made pursuant to section 5 of the Norway Transparency Act 2022.

This Statement was developed by the Dyson Group's Corporate Sustainability and Reporting team, through a process of consultation and collaboration with stakeholders across Dyson's reporting and non-reporting entities, including the Legal Compliance and Ethics team, Regional Legal teams, and the Corporate Social and Environmental Responsibility team. Advisory consultation with external stakeholders was also sought where appropriate.