

# Corporate Social Responsibility

## Corporate Social Responsibility at Ib Andresen Industri A/S



**IB ANDRESEN  
INDUSTRI**

STEEL SHAPED FOR GREAT IDEAS

**01.01.2025 – 31.12.2025**

*Statutory CSR Report, cf. Section 99 b of the Danish Financial Statements Act and  
Section 139c of the Danish Companies Act*

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## Foreword

Once again, we are pleased to present the CSR Report of Ib Andresen Industri A/S.

The aim of our CSR Report remains, as always, to describe how, in our day-to-day business, we convert our values and ethical rules into tangible actions so we become still better at shouldering **our responsibility**:

- / **as a supplier** to our business associates,
- / **as a workplace** for our employees, and
- / **as part of society in general**, where we wish to exercise the social responsibility, we share with others.

Our annual CSR Report helps us maintain our focus on implementing the objectives we set for ourselves so we can continually become an even better business associate for our customers and suppliers, a better workplace for our employees and an active contributor to society.

This CSR Report, which covers the company Ib Andresen Industri A/S, Danish Business Registry No. DK35745114, constitutes an integral part of the Management's Review in the 2025 Annual Report for Ib Andresen Industri A/S.

April 2026

Chairman of the Board of Directors  
**Dr. Pia Elisabeth Wegener**

CEO  
**Frank Wegener**

## **Ib Andresen Industri's business concept and business model**

Founded by Ib Andresen in 1967, **Ib Andresen Industri** today processes approx. 550,000 tonnes of steel annually. Headquartered in Langeskov, Denmark, the company has departments in Nyborg, Vejle and Fredericia.

### **Our business concept is:**

"Ib Andresen Industri is a supplier of international renown specialising in the processing of steel and metal, mainly in coil, sheet and tubular form, based on our extensive expertise and high-tech solutions.

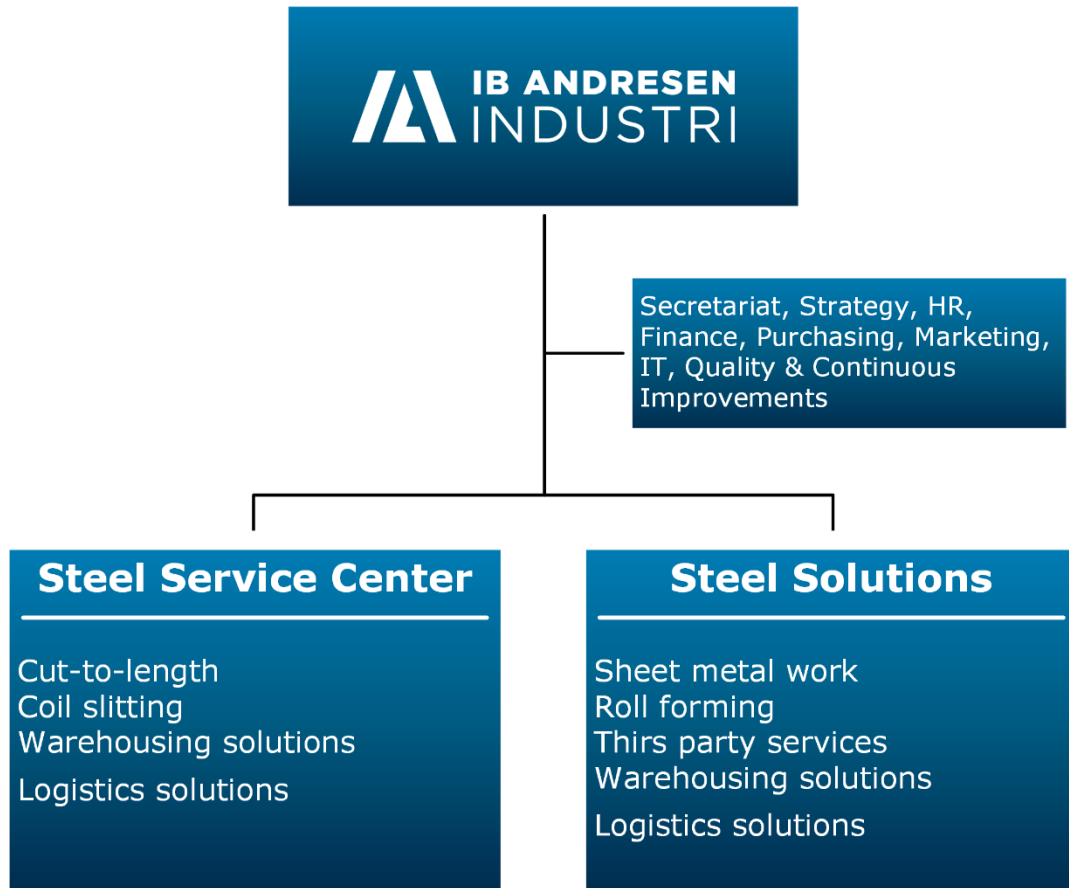
Ib Andresen Industri's workplaces must continue to be attractive, allowing us to attract highly proficient, highly motivated employees.'

**Our customers** span many industries and are very different in size. We mainly do business with the wind, manufacturing, solar, construction, transport and steel service centre industries.

Through active participation in our customers' product development, we seek to contribute to boosting their competitiveness, and we therefore only produce workpieces according to customer specifications.

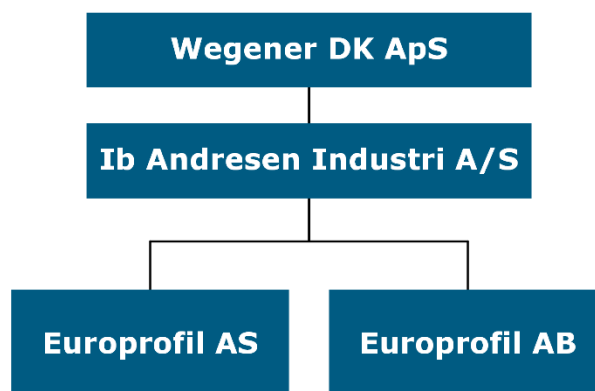
Ib Andresen Industri's **core competencies** are focused on two main business areas: 'Steel Service Centre', where coils are processed into sheets and slit coils, and 'Steel Solutions', where the services include sheet and plate working and roll forming with associated logistics solutions.

**Ib Andresen Industri's business areas**



Ib Andresen Industri A/S is a subsidiary of Wegener DK ApS:

Ib Andresen Industri A/S is the mother company for **Europrofil AS**, Norway, and **Europrofil AB**, Sweden, both of which are suppliers of lightweight steel sections in Norway and Sweden respectively.



## **Ib Andresen Industri's values**

Our values express certain common fundamental characteristics – our corporate culture – which should be the guiding principles for all our actions, both in-house and externally.



### **Trust and respect**

We base our partnership on trust and respect. We treat everyone – customers, suppliers and colleagues – as we ourselves would wish to be treated. It must be possible for our business associates to rely on us in every circumstance.



### **Innovation and development**

We use and develop our creativity and innovative capacity in a setting where the ability to identify new opportunities and the willingness to exploit them is appreciated – to ensure that we continue to remain among the best in all our areas of specialisation, and to ensure that our customers get the best solutions possible.



### **Commitment and responsibility**

We realise that a sense of shared commitment develops our company and generates the greatest value in our day-to-day work. We understand, acknowledge and shoulder our shared and individual responsibilities – and we are here because we want to be.



### **Growth and profitability**

We strive to ensure that all our business transactions and investments (financial, technological and human) are profitable so that they contribute to growth and our continued independence. Good earnings are a means of developing our company.

## Business ethics and risks

Based on our corporate values, it is our aim to be a responsible company in the way we pursue our business and in relation to our business associates.

We treat our own employees very responsibly and, as a multinational corporation, we are aware of our responsibility in relation to the people and societies our operations concern and affect.

With the above in mind, we have identified the main risks in respect of which we as a company may have a negative impact on society.

In light of these risks, we have developed a number of policies, and we have identified areas in which we can minimise the risks through action. This is described later in this CSR report.

*The connection between risks, policies and areas for action*

Risks	Policy	Area for action		
/ Respect for human rights	<b>Human rights</b>	Employees	Occupational health and safety	Business connections
/ Discrimination				
/ Work-related accidents and injuries / Mental working environment	<b>Social conditions and labour rights, including diversity</b>			
/ Energy consumption and carbon emissions / Waste sorting and recycling	<b>The environment, including climate impact</b>	The environment and climate impact		
/ Corruption and bribery	<b>Anti-corruption</b>	Business connections		
/ Events in our supplier chain which are incompatible with our business ethics	<b>Code of Conduct</b>	Business connections		

In general, we see ourselves as a company with a relatively limited negative impact on society, and thanks to our geographical location alone, the world around us offers a high level of prosperity, good welfare, respect for basic human rights and a low level of corruption.

We support to the principles of the United Nations Global Compact, the purpose of which is to promote sustainable societal development based on ten internationally recognised principles relating to human rights, labour rights, the environment and anti-corruption. We strive to ensure that our business associates do the same. This is reflected in the following policies on:

- 1. Human rights**
- 2. Social conditions and labour rights, including diversity**
- 3. The environment, including climate impact**
- 4. Anti-corruption**

#### **1. Human rights**

'Trust and respect' is one of Ib Andresen Industri's four core values, and it means that we see all people as equal and entitled to equal treatment and respect, irrespective of race, colour, gender, age, nationality, religion, political persuasion or sexual orientation. We respect international law on human rights at all Ib Andresen Industri's workplaces, and we will react to breaches of these, including by any business associates.

In addition to complying with applicable legislation, our policies designed to support human rights include the following: Integration Policy, Anti-Bullying and Anti-Sexual Harassment Policy, Privacy Protection Policy (GDPR) and Senior Policy, where we conduct interviews with older members of the workforce to ensure that our employees always have a job which is within their capacities both physically and mentally – including as they grow older.

Respect for basic human rights is the foundation for several of the actions (and the results achieved through these) that Ib Andresen Industri undertakes within the action areas 'Business connections', 'Employees and social responsibility' and 'Occupational health and safety'.

#### **2. Social conditions and labour rights, including diversity**

Ib Andresen Industri is fully committed to a safe and secure working environment where we respect our employees' freedom of association and organisation, their right to collective bargaining, as well as any labour rights established by law. We ensure that no child labour or forced or compulsory labour takes place at the workplaces of Ib Andresen Industri or its affiliated companies, and we will react to any breaches in this area by any of our business associates. We will ensure non-discriminatory conduct at our workplaces.

We continually undertake activities designed to further enhance the mental and physical working environment as well as employee health, and we have, among other things, a health policy and a smoking policy to support this.

In our efforts to be a socially responsible company, we collaborate positively with authorities and organizations on humanitarian issues.

## 2a. Diversity

### (Target figures and policy for the gender composition in accordance with section 139c of the Danish Companies Act)

5-year overview of the gender composition of the management

<b>Board of directors</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024 6 months</b>	<b>2025</b>
Total number of members (Headcounts)	5	5	4	4	3	3
Underrepresented gender in percentage.	20 %	20 %	0 %	0 %	33 %	33 %
Target figures in pct.	17 %	33 %	33 %	33 %	Equal distribution	Equal distribution
Year of achievement of target figures	2020	2025	2025	2025		
<b>Other levels of management</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024 6 months</b>	<b>2025</b>
Total number of members (Headcounts)	15	14	15	16	13	12
Underrepresented gender in percentage.	20 %	21 %	20 %	13 %	0 %	0 %
Target figures in pct.	25 %	25 %	25 %	25 %	25 %	25 %
Year of achievement of target figures	-	-	2026	2026	2026	2026

### Board of directors

We support diversity within our corporate organisation, as diversity promotes enhanced innovation, stronger teamwork and better problem-solving.

We aim for at least 33% of the company's board members elected by the General Meeting to be women. The target for the company's Board members elected by the Annual General Meeting has been achieved.

At the end of the financial year, there were 3 members of the Board of Directors elected by the general assembly, 2 men and 1 woman. Thus, there is an equal distribution of the company's board members elected by the general meeting.

### Other levels of management

At other management levels, we also recognize that diversity promotes a good and well-balanced work environment as well as a more nuanced approach to solving tasks and problems in daily life. We are aware that, as a manufacturing company in the metalworking industry, we are generally a male-dominated organisation, and that it is therefore difficult to achieve a 50-50 split between male and female employees.

Nevertheless, our policy is to aim to reflect the society we are part of more accurately in this regard, and it is our goal that female managers should make up at least 25% of the company's managers at other management levels (first and second levels under the top management level), by 2026 at the latest.

At other management levels (the two levels below the top management level), the share of female managers in 2025 was 0%.

In recruiting new staff, we generally encourage all qualified candidates – irrespective of gender – to apply for our vacancies.

In 2025 (as of 31.12.2025), women constituted 13% of the organisation's employees, and about 17% of the women work in the company's hourly-paid areas.

### **3. The environment, including climate impact**

Ib Andresen Industri is aware of its environmental and energy-related responsibilities. Our production and services must be carried out with minimal pollution of the external environment, taking into account technical and economic possibilities. We comply with all laws and official requirements in this field.

In choosing our suppliers, we require them to meet their binding obligations towards authorities.

Our climate impact is also a factor in our Environmental Policy. We conduct ongoing initiatives to reduce our climate impact, such as minimising our energy consumption, and we select a new area of focus each year.

We are environmentally certified to ISO 14001. Our environmental work is therefore guided by our obligation to make 'continuous improvements'.

Our continuous environmental and climate-related improvements are documented by the setting of targets for significant factors which we can affect and control for the benefit of the environment and the climate.

In addition, we ensure the efficiency of the environmental management system through performance evaluations and the improvement initiatives deriving from them.

### **4. Anti-corruption**

Ib Andresen Industri opposes all forms of corruption and financial exploitation.

**Bribery:** Ib Andresen Industri refuses to accept or give bribes in any form whatsoever.

**Facilitation payments:** Ib Andresen Industri does not allow facilitation payments.

**Gifts:** Ib Andresen Industri only gives and receives occasional gifts of a modest nature.

**Political and charitable contributions:** Ib Andresen Industri does not provide financial support to political parties. Charitable contributions are decided at Executive management level.

## **Ib Andresen Industri's CSR Policy**

With our CSR commitment, Ib Andresen Industri wants to convert our values and ethical rules into tangible actions, so we continually set new objectives and become even better at shouldering **our responsibilities**:

- / **as a subcontractor**, where we are a key link in a supply chain and accordingly feel a particular responsibility in relation to the products and services we provide and to prove worthy of the trust our business associates place in us;
- / **as a workplace**, where we feel responsible for maintaining a safe workplace with a healthy physical and mental working environment, where a high level of information and continuous development and training create job satisfaction and commitment;
- / **as a member of society**, where we feel responsible for mitigating the company's environmental impact out of consideration for the surrounding environment, and where we also wish to take social responsibility in our local area.

The actions we take to meet the demands of our CSR Policy and the outcomes of those actions are described in this CSR Report.

## Business connections

As a supplier company of international standing, Ib Andresen Industri is characterised by high levels of integrity and business ethics. Our ethical beliefs are rooted in our values, and it is our objective that all trade should be conducted with correspondingly trustworthy and responsible business connections.

Any actions that may cast doubt on our integrity and business ethics are unacceptable.

## Anti-corruption

### Objective

Ib Andresen Industri opposes all forms of corruption and financial exploitation.

Actions taken in 2025		Outcomes in 2025
1	Provide information to and training of key employees, primarily in sales and purchasing, concerning our anti-corruption policy.	<ol style="list-style-type: none"> <li>1. In 2025 at Ib Andresen Industri, we had no cases or activities which involved corruption or economic exploitation.</li> <li>2. We have carried out training of and provided information to key staff about our anti-corruption policy: <ul style="list-style-type: none"> <li>▪ at department meetings</li> <li>▪ at a group induction course attended by all new employees. However, we still have a backlog of induction courses.</li> </ul> </li> </ol>

### Actions planned for 2026

1. Continue to provide information to and train key employees, primarily in sales and purchasing, concerning our anti-corruption policy.

## Trade with customers and suppliers

We give high priority to ensuring that all business associates – both customers and suppliers – are responsible companies which comply with current law, including rules relating to safety, climate change, the environment and human rights.

### Suppliers

Ib Andresen Industri's most important strategic product is steel, roughly 90% of which is purchased directly from steelworks. These steelworks are always inspected and assessed before becoming a supplier of Ib Andresen Industri. Steel is manufactured worldwide, but most of the steel that is received by Ib Andresen Industri originates in western Europe, where we have confirmed that steelworks run their business in accordance with our expectations of responsibility.

Steelworks outside western Europe seem to take their responsibilities more lightly, and Ib Andresen Industri has rejected steelworks as prospective suppliers in several instances after an inspection gave rise to responsibility-related concerns.

**Objective**

We will undertake a risk assessment of the extent to which Ib Andresen Industri suppliers respect human rights and labour rights and act in accordance with a responsible climate and environmental policy.

<b>Actions taken in 2025</b>		<b>Outcomes in 2025</b>
1	Conducting an annual turnover evaluation of the top 75 suppliers to ensure an updated Code of Conduct for these and any new entrants.	The status is currently 56% goal fulfilment on the implementation of the Code of Conduct at the top 75 suppliers.  In the financial year, no violations of human rights, labour rights or violations of environmental conditions were found at our suppliers.
2	Continue creating internal transparency concerning the specific suppliers which are approved according to Ib Andresen Industri's Code of Conduct, as well as ISO 14001 and/or an environmental policy.	Work is being done to create visibility internally in the organisation for which suppliers are approved, cf. Code of Conduct as well as whether the supplier has ISO14001 and/or an environmental policy. List is created in Teams  We are working on putting data under the individual suppliers in our new ERP system, which in the long term will increase the opportunities for visibility
3	Continued increased focus on the environmental part of our suppliers, including creating more visibility around their CO <sub>2</sub> footprint, including on packaging.	There is more and more focus on the environmental part, but it is an ongoing process in close collaboration with our internal environmental organization.
4	Increase awareness among our customers and increase the purchase of "green steel" as the availability of the mills increases.	Work is ongoing to highlight the possibility of purchasing green steel with a low CO <sub>2</sub> footprint. The first sample order is underway.  The supply of green steel is still limited, but we know the possibilities, and from 2027 the supply will increase significantly.

### **Actions planned for 2026**

1. Conducting an annual turnover evaluation of the top 100 suppliers to ensure an updated Code of Conduct for them, however, considering annual spending and relevance.
2. Create internal visibility about which suppliers are approved according to IAI's Code of Conduct as well as ISO14001 and/or an environmental policy, in the ERP system.
3. We aim to strengthen the environmental responsibility of our supply chain by continuously increasing the transparency of our suppliers' carbon footprint. Specifically, we aim to obtain more detailed and documented climate data – especially in steel and packaging – in order to make more sustainable purchasing decisions and reduce our overall climate footprint."
4. Keeping up to date with the different types of green steel and spreading awareness among our customers as availability from the steel mills increases.
5. More sustainability is considered when renegotiating existing, or getting new, supplier agreements.

## **Customers**

Adapting to the international focus on CSR as a competitive parameter.

In times of widening international contacts, Ib Andresen Industri must be renowned as a responsible supplier, both locally and internationally. Our fundamental values are appreciated in all our markets, and we will reinforce the communication of this.

### **Objective**

It is our objective to always communicate and provide information about our beliefs and values, including our position on CSR, to our customers and other stakeholders in our main markets. To provide the best possible point of departure for ensuring that this happens, we must continue to work to embed our CSR positions throughout the organisation.

<b>Actions taken in 2025</b>		<b>Outcomes in 2025</b>
1	We have continued our efforts to promote our CSR actions in our markets. This has primarily been done through exposure in the digital media.	We have used our CSR Report as a tool to become certified as a supplier by several of our customers.
2	In-house, we have focused on our CSR positions and results.	Our CSR positions are presented to all new employees at our group induction courses. However, we still have a backlog of induction courses that will be cleared in 2026.

### **Actions planned for 2026**

1. We will continue our efforts to integrate our CSR positions into our market and customer communications, as we consider this an increasingly important competitive parameter in a globalised world.
2. We will intensify our in-house focus on CSR and our own positions on this. Our CSR positions and results must be known within our organisation so our salespersons and others engaged in external contact can enter a dialogue about this with our customers.

## **Employees and social responsibility**

Commitment and responsibility are core values at Ib Andresen Industri, and we expect our employees to take an active role in both their own development and the development of the company.

We strive for a workplace where employees thrive and are motivated by creating progress and achieving ambitious goals

Our culture is built on "freedom with responsibility", clear purpose and a healthy ambition to succeed. This requires a balance between clear expectations and targeted support. We set clear requirements for effort and performance – and we provide support in the form of resources, a safe working environment, and opportunities for personal and professional development.

We believe that performance and well-being reinforce each other. When both the employee and the company fulfil their share of the responsibility, we create the best foundation for development – for our customers, for the company, and for each other.

It is Ib Andresen Industri's goal to be a modern and attractive workplace with a focus on retaining employees through well-being and development.

Although we always strive to take the greatest possible account of the individual employee, consideration for the whole will always weigh more heavily than consideration for the individual.

We will ensure that Ib Andresen Industri continues to be known as a good workplace, with a high level of information internally and transparency outwardly.

### **How we work**

At Ib Andresen Industri, we take a holistic view of our employees – we employ whole people. We strive to achieve a balance between the employees' work and private lives. We work on a thorough introduction to the company and the job, as a prerequisite for the best possible success. After this, our employee activities aim at delegation and employee involvement in teams with a high degree of independence.

The efforts in the individual areas can vary in strength from year to year, as we assess the company's current situation and needs.

## **Social responsibility**

In addition to our goal of being a modern and attractive workplace for our own employees, it is also Ib Andresen Industri's goal to be a socially responsible company that collaborates positively with authorities and organizations on human matters. Ib Andresen Industri also collaborates positively with knowledge centres and educational institutions nationally and locally.

### **Our CSR efforts**

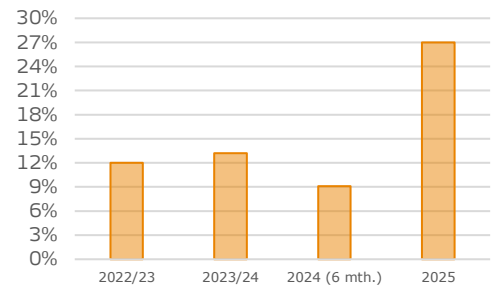
Ib Andresen Industri will, as far as possible, find suitable methods to retain our employees for as long as possible and is happy to collaborate with public authorities that work to bring other citizens further into working life through participation in, for example, "the inclusive labour market", hosting work tests of citizens, internships and the like.

Ib Andresen Industri makes our knowledge available for collaborations on, for example, internships and training courses. We also participate in committees that aim to develop public education offers so that a closer connection is achieved between the business community and the educational institutions, as well as a better insight into the supply/demand of labour.



Employee life cycle at Ib Andresen Industri.

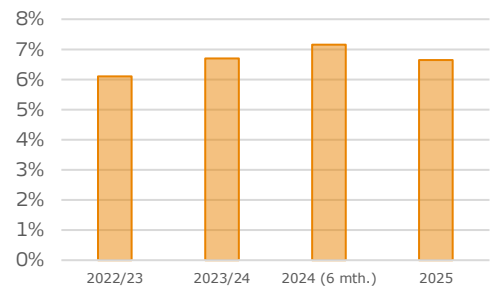
**Staff turnover – key figures**



**Note**

$$\text{Staff turnover} [\%] = \frac{\text{Number of employees having left the company}}{\text{Average number of employees during the period}} \times 100$$

**Sickness absence – key figures**



**Note**

$$\text{Sickness absence} [\%] = \frac{\text{Sick hours}}{\text{Basic time}} \times 100$$

Sickness absence includes both short-term and long-term illness.

**Current areas of focus**

1	<p><b>Attraction – Branding</b></p> <p>Through a targeted branding of the company - e.g. through collaboration with educational institutions and knowledge centers as well as engaging in visits and tours, we want to ensure great knowledge of and interest in Ib Andresen Industri as a workplace.</p>
2	<p><b>Recruitment/Onboarding</b></p> <p>To the greatest extent possible, we will recruit new competent employees through designed recruitment processes and selected media, while ensuring targeted and efficient pre- and on-boarding.</p>
3	<p><b>Training/Skills development</b></p> <p>Through active training and competence development efforts (internally and externally), we will continuously upgrade the employees' competence level.</p> <p>By collaborating with educational institutions and knowledge centres, we want to create the opportunity for the company to receive the latest knowledge.</p>
4	<p><b>Retention</b></p> <p>We will, as far as possible, find suitable methods to retain qualified employees and, in cases where this is not possible, ensure professional off-boarding.</p>

## 1. Attraction – Branding

### Objective

It is our goal to continuously increase awareness of Ib Andresen Industri through various branding activities through an active employer branding strategy. As a company, we want direct contact with educational institutions at all levels of the education system – primary schools, AMU centres, vocational schools, academy programs and universities – in order to contribute to the development of the programs and increase the level of awareness of Ib Andresen Industri. In addition, through interns and assignment writers in connection with study projects, we want to spot possible employee candidates for future employment.

	<b>Actions taken in 2025</b>	<b>Outcomes in 2025</b>
1	We will work with our employer branding strategy through the implementation of several branding activities that will contribute to increasing awareness and interest in Ib Andresen Industri, so that we can continue to attract employees with high competence and enthusiasm.	<p>We have continued our work over the past year with the implementation of additional employer branding activities, especially focusing on activities around our presence on social media and job sites.</p> <p>We have had a strong focus on our presence on social media and what content is posted on e.g. the company's LinkedIn and Facebook profiles. An attempt has been made to create good synergies between academic and social content.</p> <p>The number of followers on LinkedIn has increased by 6%, corresponding to a total of 4,765 followers.</p> <p>The number of followers on Facebook has shown a growth of 3% with a total of 840 followers.</p> <p>A big increase has happened on our Instagram profile, which has grown by 15% with a total of 75 followers.</p>
2	Through increased focus on SoMe content, we will continue to try to reach out further to potential candidates and increase interest in Ib Andresen Industri. Through this, there is also an increased focus on diverse content that both professionally and socially shows what the company contains and can offer.	We continue to work through SoMe activities to increase awareness of Ib Andresen Industri as a workplace.

### **Actions planned for 2026**

1. We will continue the work on our employer branding strategy through the implementation of several branding activities that will contribute to increasing awareness and interest in Ib Andresen Industri, so that we can continue to attract employees with high competence and enthusiasm. This is done in close cooperation with local trade unions, educational institutions and public authorities.
2. We will continue the work on our employer branding strategy through the implementation of several branding activities that will contribute to increasing awareness and interest in Ib Andresen Industri, so that we can continue to attract employees with high competence and enthusiasm. This is done in close cooperation with local trade unions, educational institutions and public authorities.
3. We will continue to try to capture young people's interest in the steel industry, e.g. through company visits, internships, etc. This is done in close collaboration with various public institutions and educational institutions.

## **2. Recruitment – Onboarding**

### **Objective**

Out of respect for prospective applicants, we will always ensure correct handling in accordance with GDPR and timely processing of all applications, both solicited and unsolicited, as well as maintain a high standard in the recruitment process. The focus is on a professional recruitment process that considers both applicants and the company.

	<b>Actions taken in 2025</b>	<b>Outcomes in 2025</b>
1	Preparation of a recruitment strategy with a focus on streamlining the recruitment process.	2025 has been a year with far fewer recruitments, as we have experienced a downturn in the market.  However, we continue to focus on improving internal recruitment processes to ensure good and information-rich on-boarding of new employees. This is largely in collaboration with our recruitment partner on both the hourly wage and salaried employee side.
2	The preparation of, expectedly digital, on-boarding program for all future employees. This includes the preparation of a differentiated on-boarding program for new managers.	Due to low employee intake, no introductory courses have been held for new employees.

### **Actions planned for 2026**

1. Preparation of a recruitment strategy with a focus on flexibility in the workforce as well as professional handling of the recruitment process internally in the company.
2. The preparation of, expectedly digital, on-boarding program for all future employees. This includes the preparation of a differentiated on-boarding program for new managers.
3. Relaunch of group introduction with a focus on Ib Andresen Industri's history and fundamental values, including the Management and Employee Code of Conduct as well as teamwork.

### 3. Training – Skills development

#### Objective

It is our goal to continuously be significantly above the expected number of student points set from the Employers' Education Contribution.

Based on Employee Development Interviews and initiated change processes, we will ensure the employees' level of competence by developing and implementing relevant continuing education for the employees involved.

	<b>Actions taken in 2025</b>	<b>Outcomes in 2025</b>
1	We continue the work on the implementation of a competency management system, including the preparation of competency profiles for the company's various roles.	We have been in continuous contact with various providers of competence management systems. We are continuing to work on a competency management system that can accommodate the company's current competency profiles across departments.
2	We are increasing the focus on attracting and retaining apprentices/students and would like to see an increasing level from previous years, despite a challenging labour market with recruitment of apprentices/students.	We currently have 11 active apprentices who will continue into the new financial year for 2026.  In the financial year 2025, 5 apprentices/students have been trained.  In the financial year 2025, we have hired 5 new apprentices.

#### Actions planned for 2026

1. We continue to work on the implementation of a competency management system that can serve as a common platform for the company and handle the company's different competency profiles. This also includes updating the company's existing competence profiles to current ones and ensuring that these are included as an essential element of employment.
2. We continue with a focus on attracting and retaining apprentices/students. This includes visibility at educational institutions and the offer of internships before possible training courses.
3. We will continue to have a strong focus on skills development of employees, including through training/courses from the collective agreements' competence fund.

## 4. Retention

### Objective

We want to focus on retention through high employee well-being. The aim is to achieve a generally high level of employee satisfaction and well-being. For example, if an employee wishes to change role or has a reduced work capacity, the company will treat each individual case based on a shared approach in which the best solution must be found, taking the needs of the employee as well as the company into account.

	<b>Actions taken in 2025</b>	<b>Outcomes in 2025</b>
1	We will continue our efforts within the inclusive labour market and the close collaboration with the municipalities' job centres.	<p>Unfortunately, we are experiencing a larger number of employees who are periodically challenged by a high workload and employees who periodically have reduced work capacity.</p> <p>We have continued our good cooperation with external parties, including job centres and municipalities, in the attempt to get employees on sick leave back to their jobs.</p>
2	Employee benefits – increased awareness of IAI's employee benefits and the elements the company offers employees	<p>We have continuously established information about employee benefits through the intranet and the company's daily table newspaper "Worth knowing". In particular, the focus has been on giving employees a better knowledge of the many offers available through the company's health insurance.</p> <p>We continue to actively use senior interviews in our yearly Employee development interview system to retain seniors in the job.</p> <p>As a natural consequence of a relatively large number of employees of senior age, senior agreements have been established again this year.</p>
3	We will continue the work on the preparation of a life-stage policy in recognition of the fact that there may be different needs depending on where you are in life.	Unfortunately, in 2025, we did not reach the goal of drawing up a life-stage policy. However, we will continue the work in 2026.

### Actions planned for 2026

1. We will continue our efforts within the inclusive labour market and close collaboration with the municipalities' job centers.
2. We will work with the already existing employee development interview concept and optimize it in terms of content and value for both the employees and the company.
3. Continued focus on giving employees a greater insight into the employee benefits offered by IAI. Including even more information about the elements of health insurance.
4. We will continue the work on the preparation of a life-stage policy in recognition of the fact that there may be different needs depending on where you are in life.

## Occupational health and safety

Ib Andresen Industri aims to be a safe and secure workplace with a healthy physical and mental working environment, keenly focused on safety, health and well-being.

### Our occupational health and safety efforts

Our OHS organisation works at two levels. A group-level OHS committee at the top and local OHS groups at the level below. All shifts are represented in the groups.

Occupational health and safety are rooted in our staff through OHS groups, highly skilled OHS representatives and active OHS coordinators.

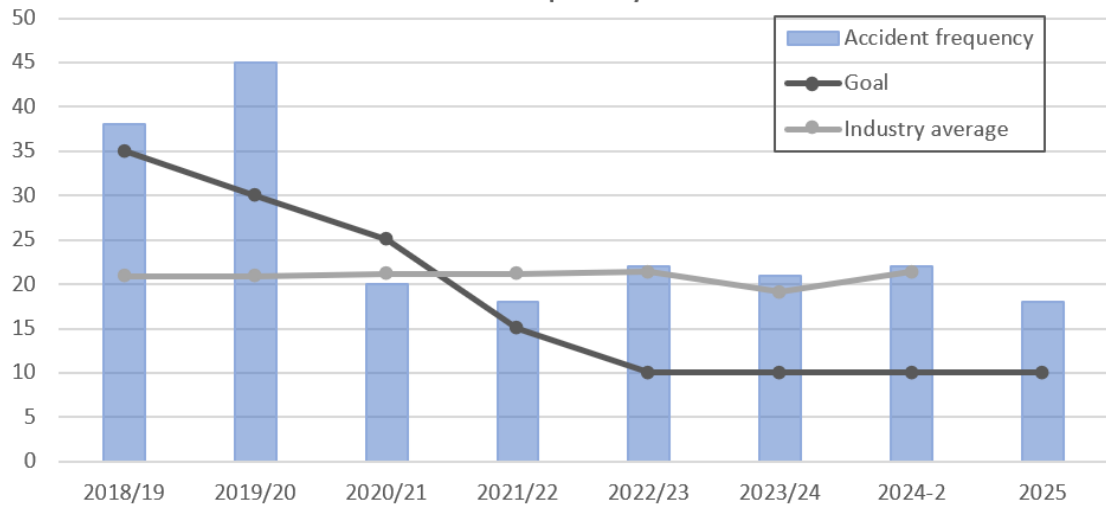
Our Health Committee launches health-promoting activities, just as various care schemes address any employees in need of them. We have in-house company-supported staff associations and fitness clubs.

### Current areas of focus

1	<p><b>The physical working environment</b></p> <p>We ensure a healthy working environment and a high level of safety, including through our local OHS organisation and ambassadors in collaboration with managers and employees. We want to create a zero-accident culture where the next potential accident must be prevented.</p>
2	<p><b>The mental working environment/well-being</b></p> <p>We are involved in the mental working environment in several ways, including through job-satisfaction surveys and workplace assessments. This includes a focus on mental health, stress prevention, and a supportive work environment</p>
3	<p><b>Health</b></p> <p>Through our Health Committee, we have intensified our focus on health-promoting activities.</p>

## 1. The physical working environment/safety

Accident frequency - LTI KPI



### Note

$$\text{Accident frequency} = \frac{\text{Number of occupational accidents}}{\text{Total number of working hours}} \times 1.000.000$$

Accident frequency measures the number of occupational accidents per 1 million working hours

### Objective

Our focus on occupational health and safety must be strengthened, and we must reduce the number of occupational accidents. In the 2025 financial year, our target was to reduce our rate of occupational accidents to a maximum of 10 occupational accidents/1 million working hours.

In the 2026 financial year, the target is still to reduce our rate of occupational accidents to a maximum of 10 occupational accidents/1 million working hours.

The management must continuously discuss and flag up the importance of safety, thus supporting the keener focus on the safety culture and safe behaviour.

	Actions taken in 2025	Outcomes in 2025
1	Continue to systematically register near-miss accidents and observations. In addition, we actively follow up on the causes of the occupational accidents that have occurred, so that we can take corrective action. We continue to have a high focus on the safety behaviour of all employees. Despite this, we have unfortunately experienced several accidents in the past year.	In the financial year, the accident rate was 18.0 occupational accidents/1 million working hours compared to a target of max. 10 occupational accidents/1 million working hours.  This is a significant reduction compared to 2024 where the accident rate was 22, which indicate good progress.
2	Execution of environmental/safety inspections.	In the period, we have continued our rounds of environmental and safety inspections in all departments, which has helped intensify the focus at all levels.

	<b>Actions taken in 2025</b>	<b>Outcomes in 2025</b>
3	Safety Walk	In a specific area of our production, weekly Safety Walk and Talks have been implemented due to a large number of accidents in that area. This tool was chosen because many of the accidents pointed towards behaviour and to give attention through a managerial focus.
4	Risk assessments	A risk assessment campaign has been conducted where everyone has been reintroduced to the risk assessment tool.
5	Materials for onboarding	Video material for onboarding has been created (in Danish). The safety brochure is currently available in multiple languages: Danish, English, German, and Polish.

#### **Actions planned for 2026**

1. We have decided to maintain our systematic registrations of incidents without injuries in two, which means that we register near misses as well as observations/risk assessments. This will improve the way we analyse incidents so that we can continue to reduce the number of occupational accidents. We will continue our rounds of environmental and safety inspections in all departments to intensify the focus at all levels and contribute positively to a stricter safety culture.
2. To ensure systematic work environment work and prevention of accidents, safety rounds are carried out by AMR to shed light on safety trends so that they are handled locally.
3. To ensure compliance with the EU's safety and health requirements, all machines will undergo a safety review to verify that our machines meet the current CE marking requirements.

## **2. The mental working environment/well-being**

### **Objective**

We want to pay special attention to job dissatisfaction issues and mental stress, dealing with them seriously and as soon as possible. As a company, we want to create a good mental working environment that contains a "safe space" for conversations and solution-oriented processes.

	<b>Actions taken in 2025</b>	<b>Outcomes in 2025</b>
1	Continue efforts involving the ongoing job-satisfaction initiatives.	During the financial year, measures were initiated to improve well-being. These initiatives mainly focused on our white collar roles.
2	Continue to focus on raising awareness of stress symptoms and remedial action.	In the period, we continued to focus on raising awareness of stress symptoms and remedial action.
3	Safety inspections	During planned safety inspections in the office-areas of the company, there will be a continuous focus on well-being.

#### **Actions planned for 2026**

1. Develop a job-satisfaction survey to support future relevant well-being projects.
2. Continue the work of preparing managers to handle a workforce and employees who are under pressure during longer periods of sick leave.

### 3. Health

#### Objective

Ib Andresen Industri wishes to maintain and promote a good state of health among our employees. We wish to protect our employees to the greatest extent possible against harmful strains, physical and mental alike, and we wish to make an active, persevering effort to make a positive contribution to our employees' ability to lead healthy lives. Leading a healthy lifestyle boosts and energises the individual, both at home and at work.

	<b>Actions taken in 2025</b>	<b>Outcomes in 2025</b>
1	As a natural part of the company's health efforts, the <b>company's sports clubs</b> encourage activities after work and participation in company-related events.	<p>The activities include:</p> <ul style="list-style-type: none"> <li>/ <b>Runs:</b> Eventyrløbet (Adventure Run), the DHL Relay Race</li> <li>/ <b>Bowling:</b> Company bowling</li> <li>/ <b>Fishing</b></li> <li>/ <b>Company golf</b></li> </ul> <p>In general, we feel that the social gatherings boost team spirit in our everyday work and build relationships across the organisation.</p>

#### Action planned for 2026

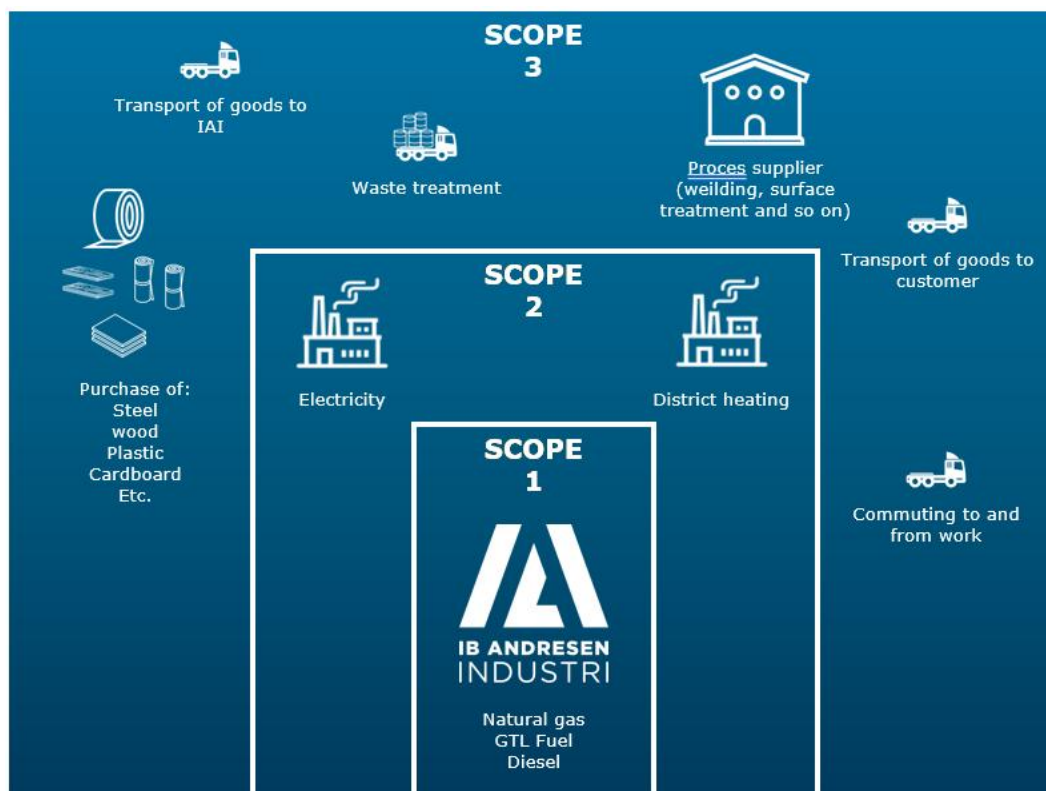
1. Through Ib Andresen Industri's Sports Association and the Health Committee, we will continue to carry out various health-promoting activities. We hope that the introduction to various social and sporting activities can provide inspiration for a healthy and active life.

## The environment and climate impact

Ib Andresen Industri is aware of its environmental and energy-related responsibilities. We are environmentally certified to ISO 14001. Our environmental work is therefore guided by our obligation to make 'ongoing improvements'.

Our ongoing environmental and climate-related improvements are documented by the setting of targets for significant factors which we can affect and control for the benefit of the environment and the climate.

In addition, we ensure the efficiency of the environmental management system through performance evaluations and the improvement initiatives deriving from them.



Ib Andresen Industri uses the specification method defined in the Greenhouse Gas protocol: the Corporate Accounting and Reporting Standard.

The GHG protocol divides all emissions into three scopes:

- / **Scope 1** comprises direct emissions associated with burning fuel for energy or transport purposes.
- / **Scope 2** comprises indirect emissions associated with energy consumption (electricity and district heating).
- / **Scope 3** comprises indirect emissions associated with the purchase of products, materials, transport, services, etc.

The total emissions are the sum of scopes 1, 2 and 3. The illustration above depicts the emissions related to IAI that are included in the different scopes.

### Objective: CO<sub>2</sub> reduction, scopes 1 and 2

We aim to continuously work to reduce our impact on the environment and the climate.

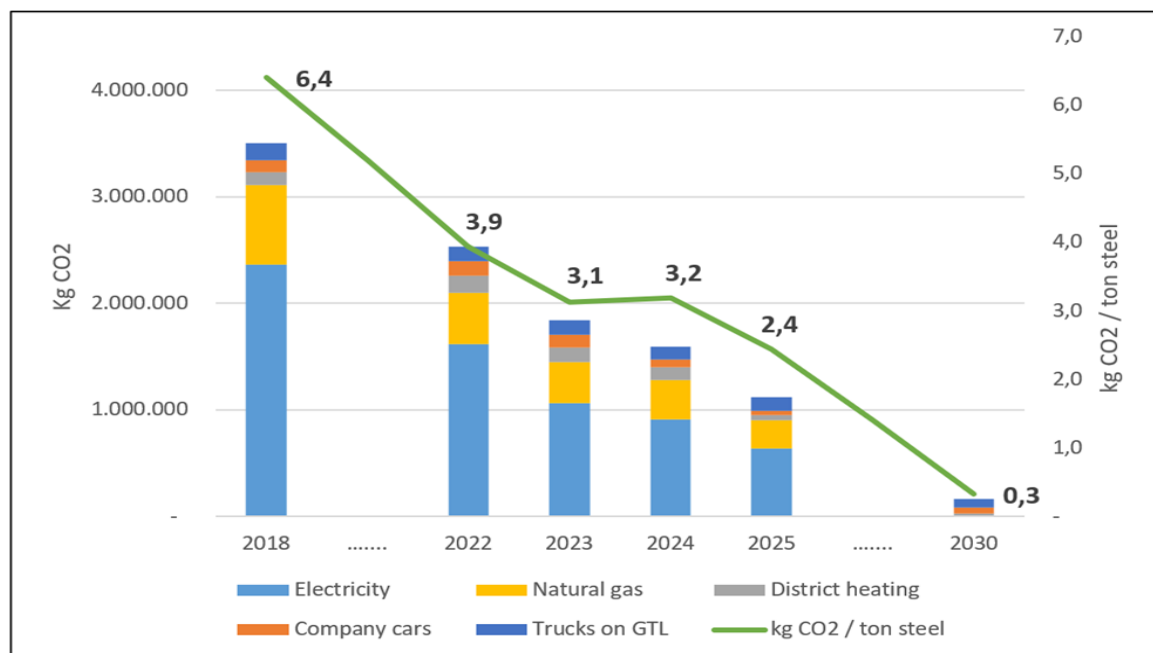
We have the following objectives for our reduction of CO<sub>2</sub> emissions per tonne of processed steel (Scopes 1 and 2):

- / In the short term:  
5–10% reduction each year compared to the reference year 2018
- / In the long term:  
Reduce CO<sub>2</sub> emissions by 30% in 2025 compared to 2018  
Reduce CO<sub>2</sub> emissions by 95% in 2030 compared to 2018

### Total CO<sub>2</sub> emissions from Scopes 1 and 2 and key figures for kg CO<sub>2</sub>/tonne of machined steel

The graph below shows the development of IAI's CO<sub>2</sub> emissions from our consumption of energy.

The reduction in CO<sub>2</sub>e emissions from 2024 to 2025 was mainly due to the fact that one kWh from the Danish electricity grid had a lower CO<sub>2</sub> footprint in 2025 than in 2024, and the reduction in the gas demand due to replacing gas boilers with heat pumps. The green line on the graph shows that IAI emitted only 2,4 kg of CO<sub>2</sub> per tonne of processed steel in 2025. This is a 62,5% reduction since 2018, which means that we were lucky enough to obtain a higher reduction than we aimed for, but there is still a long way to the 95% reduction in 2030, which is our next goal.



The figures in the above graph were calculated on the basis of our consumption (as invoiced) and the CO<sub>2</sub> emissions from the energy form in question:

- / For **electricity**, Energinet's calculation of CO<sub>2</sub> emissions on an hourly basis is used
- / We used 237 kg of CO<sub>2</sub> per MWh for **natural gas**.
- / We used the product declaration from the utility Kerteminde Forsyning for **district heating**.
- / For our **company cars**, we receive a specification of CO<sub>2</sub> emissions from our supplier every year.
- / We also received a specification of CO<sub>2</sub> emissions from **GTL fuel** for our trucks from our supplier every year.

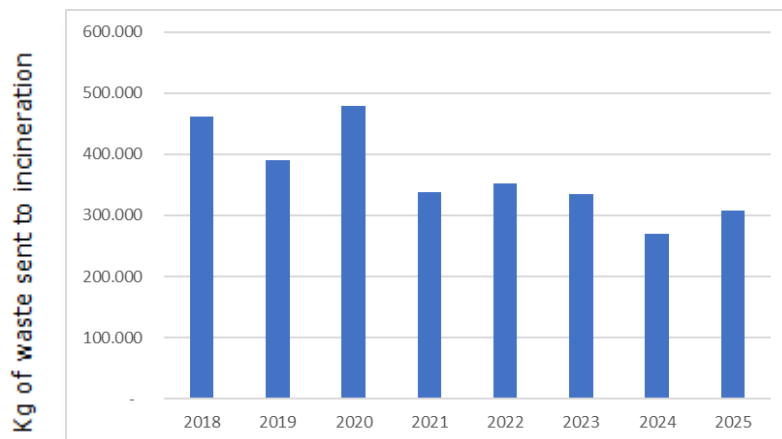
Ib Andresen Industri’s total emissions from Scopes 1 and 2 are broken down by the total volume of workpieces produced in the same period, to arrive at the key figure/intensity figure kg CO<sub>2</sub>/tonne of steel.

**Objective: CO<sub>2</sub> reduction, scope 3**

We have decided to discontinue our target regarding the share of customers choosing steel solutions with a significantly reduced CO<sub>2</sub> footprint, as the final decision rests with our customers rather than with us. We will continue to offer steel solutions with a significantly reduced CO<sub>2</sub> footprint, as we remain confident that this is the right direction. Before 2030, several steel producers are expected to begin offering fossil-free steel with a very low CO<sub>2</sub> footprint. We will continue to offer this product, as well as scrap-based steel, to our customers, together with a calculation of the CO<sub>2</sub> footprint across the entire value chain, enabling customers to assess the CO<sub>2</sub> reductions achieved by switching to steel with a lower CO<sub>2</sub> footprint.

**Objective: 50% reduction of combustible waste by 2025**

Since 2020, we have focused on minimising the amount of waste that is either incinerated or ends up as landfill. Things have moved in the right direction in both categories. The trend for waste that is incinerated is seen in the graph below, which shows a reduction of 35,5% from the year 2020 to the year 2025. Last year there has been a slight increase in the amount of waste incinerated, compared to 2024. And unfortunately, we did not obtain a 50% reduction as we aimed to do, but a 35,5% reduction is still good progress, and we will continue to strive to reduce the amount of waste sent to incineration.



All figures in the above table are based on the collection of data from our waste management supplier.

	<b>Actions taken in 2025</b>	<b>Outcomes in 2025</b>
1	<p><b>Increased focus on customers and suppliers</b></p> <p>The focus will be on how we make our supply chain more sustainable, but also on any challenges that our suppliers and customers may face as the new CSRD rules from the EU come into force. In general, there is an increased focus on the overall supply chain.</p>	<p>During 2026/2027, several steel producers are expected to begin offering fossil-free steel with a very low CO<sub>2</sub> footprint. This have a high potential to help our customers lower their CO<sub>2</sub> footprint.</p> <p>But it has been a year where the Omnibus packages from EU have set the agenda.</p>
2	<p><b>Energy optimisation and carbon reduction</b></p> <p>We are continuing our efforts to reduce our consumption of energy to minimise unnecessary consumption.</p> <p>The focus is on reducing our CO<sub>2</sub> emissions.</p>	<p>Over the past years the focus has been on reducing our gas consumption and optimizing our lights in the production. The focus is now switched to optimize the electricity usage in the production.</p>
3	<p><b>Reduction of combustible waste</b></p> <p>In partnership with our waste contractor, we will reduce the waste that ends up being incinerated through better sorting and increased cooperation with the suppliers who deliver packaging to us.</p>	<p>As described above, a reduction of 35,5% was achieved from 2020 to 2025 for waste that is incinerated.</p>
4	<p><b>The environmentally aware employee</b></p> <p>We wish to ensure that all employees are aware of our environmental policy, environmental targets and the significance of being environmentally aware in relation to their own job duties, including an awareness of their contribution to the efficiency of the environmental management system and ongoing improvements, as well as of the environmental consequences of insufficient environmental awareness.</p> <p>The purpose is to increase our employees' environmental awareness.</p>	<p>During the financial year, we have worked to heighten the environmental awareness of our employees.</p> <p>This happened, among other things, through our newsletter and intranet, as well as the induction courses in which our new employees participate.</p> <p>In addition, the environment forms part of our audit focus in connection with system audits as well as environmental and safety inspections.</p>
5	<p><b>Reduction of landfill waste</b></p> <p>We are constantly looking to reduce the amount of waste that ends up as landfill. All categories that end up as landfill are investigated to determine whether they could be higher up in the waste hierarchy.</p>	<p>Compared to 2020 there was a reduction on 95% of the amount of waste going to Landfill in 2025. But unfortunately, this progress will most likely not continue in 2026, since the company that was recycling our laser dust can't receive it anymore.</p>

### **Actions planned for 2026**

1. **Increased focus on customers and suppliers**  
The focus will be on how we make our supply chain more sustainable, but also on any challenges that our suppliers and customers may face as the new CSRD rules from the EU come into force. In general, there is an increased focus on the overall supply chain.
2. **Energy optimisation and CO<sub>2</sub> reduction**  
We are continuing our efforts to reduce our consumption of energy to minimise unnecessary consumption. Particularly by focusing on heat pumps and LED lighting.  
The focus is on reducing our electricity consumption and CO<sub>2</sub> emissions.  
The purpose is to save energy and reduce our climate impact.
3. **Reduction of combustible waste**  
In partnership with our waste contractor, we will reduce the waste that ends up being incinerated through better sorting and increased cooperation with the suppliers who deliver packaging to us.
4. **Reduction of landfill waste**  
We are constantly looking to reduce the amount of waste that ends up as landfill. All categories that end up as landfill are investigated to determine whether they could be higher up in the waste hierarchy.

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