



DANSK PLAST

ESG report

2025



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Introduction

Plastic plays a central role across many industries – from water supply and chemicals to construction and specialized industry. At Dansk Plast, we specialize in developing, producing, and installing plastic solutions designed to be durable and functional for many years to come.

Based in Esbjerg, we deliver everything from tanks and piping systems to complex custom solutions. Our projects are characterized by technical quality, innovation, and close collaboration with our customers to find solutions that match their needs.

This ESG report is our first of its kind. Its purpose is to create transparency regarding the environmental, social, and governance aspects of our company. At the same time, the report helps us identify where we can strengthen our efforts going forward and how we can document the development we aim to achieve.

This ESG report is based on the VSME standard (Voluntary Standard for Sustainability Reporting for SMEs). The standard is specifically developed for small and medium-sized enterprises and helps us report systematically, transparently, and in compliance with European requirements. For us, it is a way to ensure that our reporting is both structured and targeted.

Our approach is built on values such as professional pride, reliability, and quality. These same values shape how we work with responsible business practices – towards customers, employees, and the society around us.



General Information

B1

Scope of reporting

This ESG report covers the period from 1 January 2025 to 31 December 2025 and has been prepared voluntarily in accordance with EFRAG’s VSME standard. We have also collected data from the period 1 January 2024 to 31 December 2024 as a basis for comparison to assess potential developments.

We have chosen to apply both the basic module and the extended module (Option B), as we believe this provides a more nuanced and comprehensive view of our environmental, social, and governance conditions. The report has been prepared on an individual basis and covers only the activities of Dansk Plast A/S.

For reasons of business confidentiality, information regarding the company’s revenue has not been included. As we do not have a finalized balance sheet at the time of publication, this has also not been included.

Dansk Plast A/S is a Danish company based in Esbjerg. We develop, manufacture, and install plastic solutions for a wide range of industries, including water supply, chemicals, construction, and specialized applications. Our work is characterized by technical quality, innovation, and close collaboration with our customers.

Company information as of 31 December 2025:

Legal form: Public Limited Company (A/S)

NACE code: 222500 – Manufacture and finishing of plastic products

Number of employees: 22

Primary country of operation: Denmark

Geolocation of owned, leased, or operated locations:

Headquarters and Production	Oddesundvej 24, 6715 Esbjerg	55.51523°N, 8.46479°Ø
Production Facility	Tarp Byvej 153, 6715 Esbjerg N	55.51867°N, 8.48742°Ø

Geographical focus: Global market

ESG-related certifications: None

ESG key figures

	Unit	2025	2024	Change compared to 2024
ENVIRONMENT				
Energy – Heating	GJ	239	194	+ 23%
Energy – Electricity	MWh	96,99	77,83	+ 25%
Energy – Diesel	l	3.380,00	4.168,51	- 19%
Energy – Petrol	l	334,00	152,39	+ 119%
Energy - Oil	l	2.993	1.092	+ 174%
Scope 1-Emissions	t CO ₂ e	17,36	13,86	+ 39%
Scope 2-Emissions (Location-based)	t CO ₂ e	8,78	7,29	+ 20%
Scope 3-Emissions	t CO ₂ e	278,28	242,79	+ 15%
CO ₂ e-Intensity	t CO ₂ e/ t purchased raw materials	2,36	3,51	- 33%
Water consumption	m ³	120	90	+ 33%
Total waste volume	t	28,88	40,52	- 29%
SOCIAL				
Number of employees (headcount)	pr. 31. december	22	25	- 12%
Number of training hours per employee (women/men)	h	51 /22	37 / 50	+ 38% / -54%
Gender diversity (women) in the workforce	%	9%	8%	+ 13%
Gender diversity (women) in management	%	50%	50%	± 0%
Workplace accidents requiring treatment	Antal	0	2	- 100%
GOVERNANCE				
Incidents of corruption and bribery	Antal	0	0	± 0%

C1

Strategy and business Model

Since 2013, we have specialized in developing customized plastic solutions that meet specific and individual needs. We work with the entire process—from development and design to the production of plastic constructions—always tailored to each individual customer. Our solutions are delivered through professional project management, technical consultancy, and close, ongoing dialogue with our customers.

Our market

We operate exclusively in the B2B market. Our customers represent a wide range and include large utility companies, industrial businesses, and smaller companies that require specialized plastic solutions, both in Denmark and internationally.

The main segments we serve are:

Our partnerships

We collaborate with approximately five core suppliers, primarily based in Denmark, supplemented by a few European suppliers. They provide semi-finished products for our production, such as pipes, fittings, and welding materials, which we further process into finished solutions. We prioritize close, long-term relationships with a focus on mutual trust and security of supply. This ensures consistent quality, short response times, and flexibility in our projects.

Collaboration with our suppliers is a central part of our business model and enables us to deliver customized projects with high quality and precision, regardless of the scope of the task.

Water and Wastewater Utility Sector

Projects where pipes, tanks, and aeration systems are part of critical infrastructure. Our solutions range from renovation and new installation of drinking water tanks to piping systems and drainage, as well as a wide range of solutions for wastewater.

Industry

From chemical handling to production, we supply tanks, cabinets, and piping systems that ensure safe operations and meet the high standards of the modern chemical industry and other industrial sectors.

Special-projects

We deliver customized and unique plastic solutions – from CNC-machined components to complex welded constructions – developed in close dialogue with customers both in Denmark and internationally.

ESG objectives

As part of the preparation of this report, we have developed our first ESG strategy with associated objectives. These were not in effect during the 2025 financial year but instead serve as a foundation for our future ESG efforts.

ENVIRONMENT

- Reduce our Scope 1-emissions by 45% by 2035*
- Reduce our Scope 2-emissions by 20% by 2035*
- Reduce our Scope 3-emissions by 10% by 2035*



SOCIAL

- We aim to have zero workplace accidents each year
- We aim to always have at least one apprentice employed in the company, in varying roles depending on business needs.



GOVERNANCE

- We aim to publish an ESG report annually and continuously follow up on our objectives.
- During 2026, we will develop a Business Code of Conduct and ensure that all employees are aware of and understand it.



* with 2024 as the base year

B2

C2

Practices, policies and future initiatives for the transition to a more sustainable economy

Category	Current actions	Policies*	Future initiatives and objectives
Environment	<p>Replacement of diesel vehicles with electric vehicles</p> <p>We have increased our focus on sorting residual materials (plastic) from production, reducing the amount of waste sent to landfill</p>	We currently do not have an environmental policy	<p>Further electrification of our vehicle fleet</p> <p>Relocation to a new facility to phase out the use of heating oil</p> <p>Continued focus on monitoring and optimizing overall consumption where possible</p> <p>Continued encouragement of customers to request recycled PP/PE in their products</p>
Social	<p>Training activities for many employees, including ESG training for relevant staff</p> <p>Participation in Denmark's Mental Health Day, including a presentation by a work environment expert</p> <p>Health insurance is offered</p> <p>Active employee association</p>	Employee Handbook	<p>We aim to have zero workplace accidents each year</p> <p>We aim to always have at least one apprentice employed in the company, in varying roles depending on business needs</p>
Governance	<p>No incidents of corruption or bribery</p> <p>In 2025, one woman joined the Board of Directors</p> <p>We are a member of the Esbjerg Municipality Climate Partnership</p>	Supplier Code of Conduct	<p>We aim to publish an ESG report annually and continuously follow up on our objectives</p> <p>During 2026, we will develop an internal Code of Conduct and ensure that all employees are aware of and understand it. We will also ensure that new employees are informed</p>

* No policies are publicly available



Environment

B3

Energy consumption and greenhouse gas emissions

- In 2025, our total energy consumption amounted to 229.92 MWh, of which 62% came from renewable energy sources. Our energy consumption covers:
- Electricity for office operations, lighting, welders, CNC machines, extraction systems, and charging of electric forklifts. Our electricity consumption in 2025 was 96.99 MWh.
- Diesel for five company vehicles as well as a diesel-powered forklift in Tarp.
- Petrol for generators.
- Heating oil for heating in Tarp, where large constructions are manufactured. Here, it is necessary to maintain a very stable temperature to ensure the quality of our products. Consumption varies depending on activity levels and climate and typically covers up to half of the year.
- District heating for heating at Oddesundvej. Consumption amounted to 239 GJ in 2025.



229,92 MWh
Total energy consumption



62 %
from renewable energy sources

Energy source	Renewable (MWh)	Not-renewable (MWh)	Total (MWh)
Electricity	89,23	7,76	96,99
Fuels	2,31	64,23	66,54
District heating	51,53	14,86	66,39
Total	143,07	86,85	229,92

GHG emissions

We have prepared a full inventory of our greenhouse gas emissions for the financial year 2025 and the base year 2024 in accordance with the GHG Protocol. Our carbon accounting includes Scope 1, Scope 2 (location-based), and selected Scope 3 categories, namely:

Category 1 – Purchased goods and services

Category 2 – Capital goods

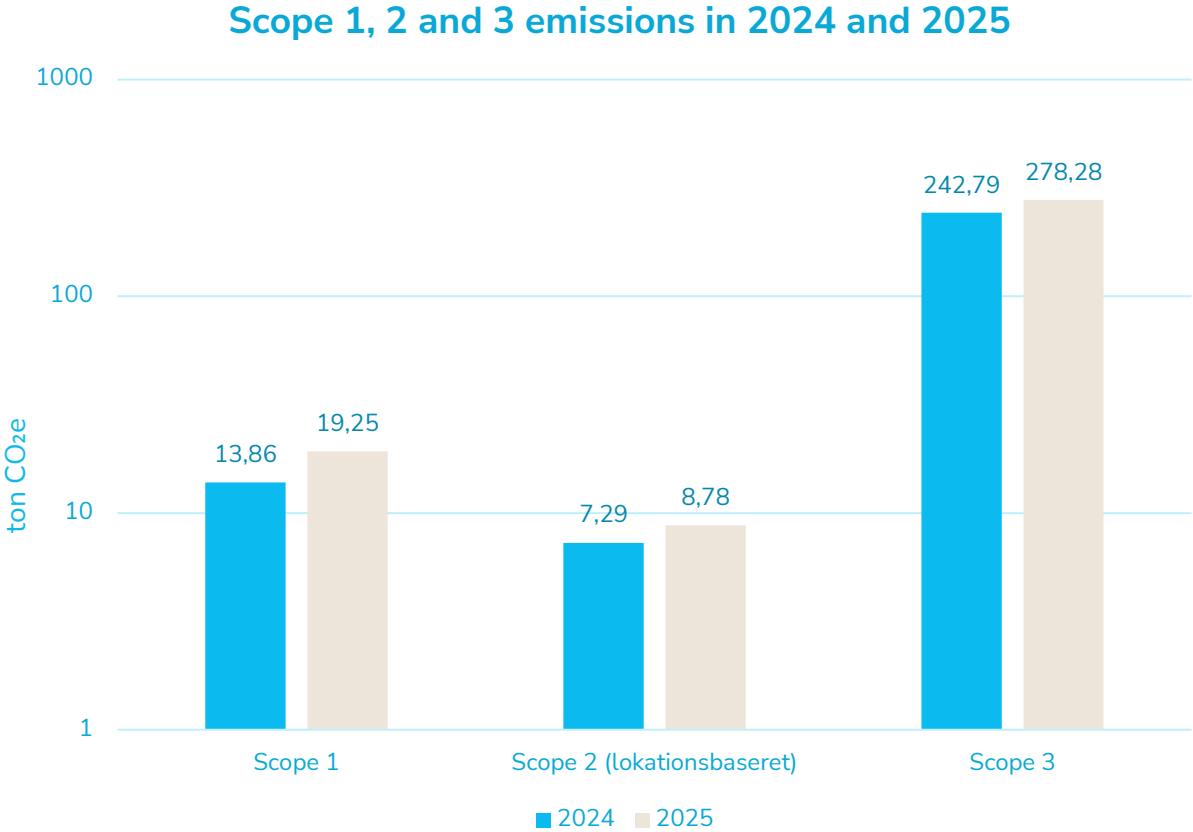
Category 4 – Upstream transportation and distribution

Category 5 – Waste generated in operations

Category 9 – Downstream transportation and distribution

Category 12 – End-of-life treatment of sold products

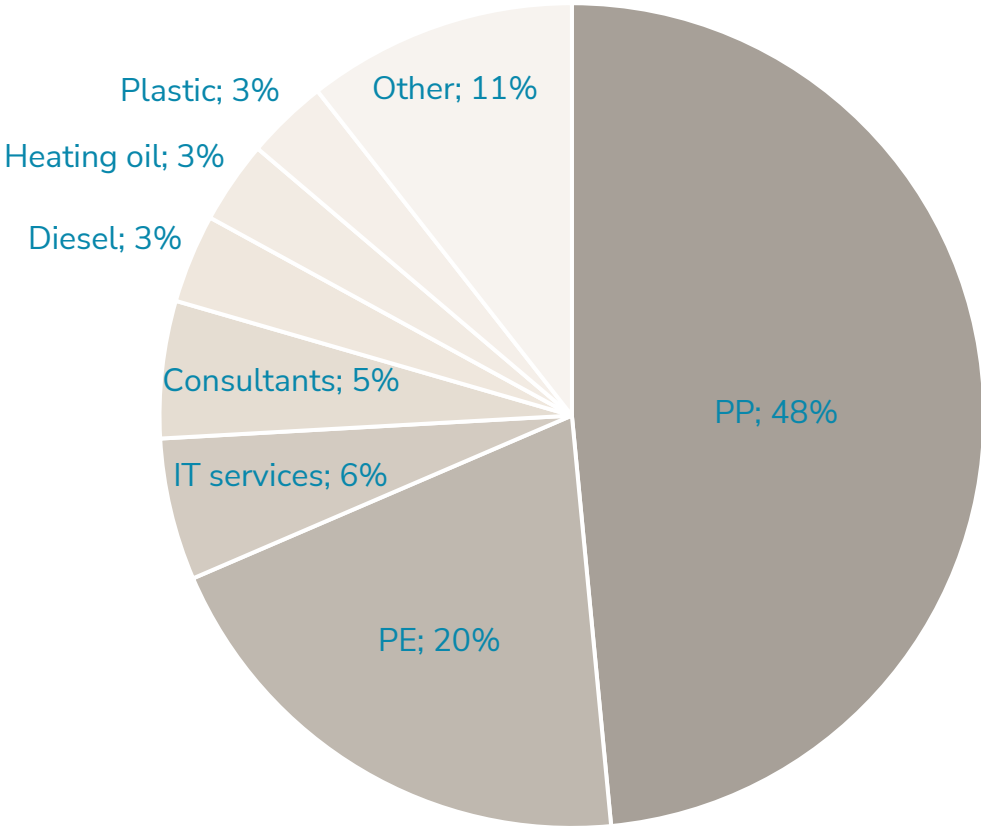
Although Category 3, fuel- and energy-related activities, was not identified as a significant emission source, we disclose these emissions as part of our total emissions.



Total emissions in 2025 amounted to 278.28 tonnes of CO_{2e} across Scope 1, 2, and 3, representing a 15% increase compared to 2024. This increase was driven by a general rise in energy consumption and the purchase of raw materials.

Emissions classified as “out of scope” include, among other things, biogenic CO_{2e} emissions from the combustion of biofuels as well as avoided emissions related to waste recycling. Our out-of-scope emissions amounted to -239.6 t CO_{2e} in 2024, while in 2025 they decreased to -29.49 t CO_{2e}. This reduction is due to lower upstream and downstream transportation as well as fewer sold products being sent for recycling.

Emissions by category



Scope 3 therefore constitutes the most significant part of the carbon footprint, accounting for a total of 278.28 tonnes of CO₂e and approximately 91% of total emissions.

Total CO₂e emissions are distributed across the main activity and procurement categories. Plastic-based materials account for the largest share of emissions, including PP (48%) and PE (20%), reflecting our material consumption. Other contributions primarily stem from IT services (6%), consultancy services (5%), as well as fuels and other materials, each representing smaller shares. The category “Other” covers remaining activities (including district heating, electricity, and upstream and downstream transportation) with a limited overall climate impact.



Accounting policy for the climate accounts

Our climate accounts are prepared in accordance with the GHG Protocol and are based on the operational control approach, which means that all activities and units where we have operational control are included in the inventory. Data is collected on the basis of internal activity data (including consumption, purchases, transport and waste) and emissions are calculated using relevant emission factors.

The calculations have been carried out using the Climate Compass. As a basis for emission factors, 2024 has been used for both reporting years (2024 and 2025), as this was the most up-to-date emission factor version at the time of calculation. For electricity consumption, separate emission factors have been used based on the location-based method, where the 125% method for Esbjerg Municipality has been used with emission factors provided by Energinet and the Danish Energy Agency. Correspondingly, a separate emission factor has been used for district heating based on Din Forsyning's District Heating Declaration for 2024.

The category Purchased goods and services includes all purchases of raw materials, where the data basis is based on purchases measured in weight, while services are calculated on the basis of the largest purchasing categories measured on monetary data. Overall, it is estimated that approximately 80% of our total purchases are included in the inventory. For purchased materials, it is assumed that all materials are of 100% virgin origin and that plastic is in granular form.

For upstream transport, emission data from two suppliers are available, which are manually added to the total calculations. For upstream and

downstream transport, distances are calculated using Google Maps, distance.co and sea-distances.org, and the final calculation is made in tonne-kilometres (tkm). All upstream and downstream road transport is assumed to have been carried out with diesel-powered trucks, where more specific information has not been available.

Waste treatment is calculated on the basis of available data and based on the following assumptions: paper and cardboard are assumed to be sent for recycling, residual waste is assumed to be sent for incineration, and PP/PE is assumed to be sent primarily for recycling with a smaller proportion for incineration.

End-of-life treatment for sold products is calculated by estimating material types for a given proportion of the total amount of products sold, where metal, plastic and electronics are assumed to be sent for recycling.

We calculate our CO₂ intensity by dividing our total Scope 1, Scope 2 (location-based) and Scope 3 emissions (in tonnes) by the amount of raw materials purchased (in tonnes). This figure best reflects our efficiency in production.

The climate accounts are based on the best available data at the time of reporting, and where specific activity data or emission factors have not been available, standard factors and qualified assumptions have been used to ensure a comprehensive and comparable inventory.



C3

GHG reduction and climate transition

We have established specific reduction targets for our greenhouse gas emissions as part of our ESG efforts. The objective is to reduce emissions by 2035 by 45% for Scope 1, 20% for Scope 2, and 10% for Scope 3. These targets are intended to support long-term and responsible development, where we actively work to reduce our overall carbon footprint in both our own operations and across the value chain.

To achieve these targets, we have defined a combination of concrete initiatives as well as continuous optimization of our resource consumption.

Scope	Base year	Base year value	Reduction target	Target year	Target value	Share of scope covered by the target
Scope 1	2024	13,86	-45%	2035	7,62	97%
Scope 2 (lokationsbaseret)	2024	7,29	-20%	2035	5,83	100%
Scope 3	2024	270,44	-10%	2035	243,40	73%

Measures to reduce our emissions

Scope 1

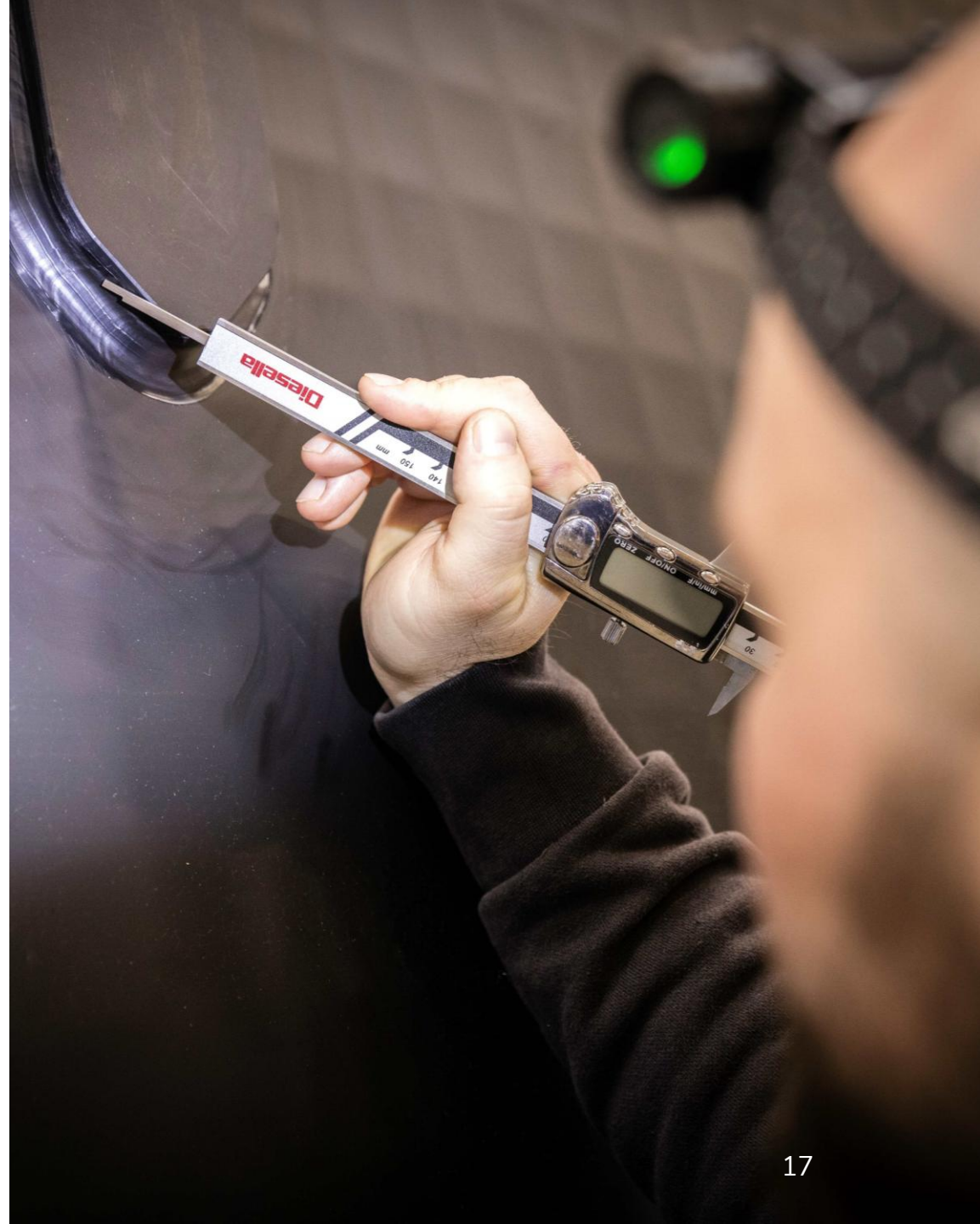
We aim to replace at least two diesel vehicles with electric vehicles, thereby reducing our diesel consumption through further electrification of our vehicle fleet.
We are working to phase out heating oil in connection with a planned relocation to a new facility, where heating is expected to be based on either district heating or a heat pump.
At the same time, we maintain a continuous focus on closely monitoring our consumption and optimizing our overall energy and resource use wherever possible.

Scope 2

We expect that total energy consumption may increase in line with the development of our activities.
At the same time, we expect overall emissions to decrease, as a lower expected emission factor for both electricity and heating will contribute to reducing total Scope 2 emissions, even with higher consumption.

Scope 3

We will continue to encourage customers to request recycled PP/PE in their products where possible, as this can reduce emissions associated with material choices and production in the value chain.
However, it is important to emphasize that material selection is always the customer's decision, and our ability to influence this is therefore primarily limited to informing and advising on the benefits of using recycled PP and PE.



C4

Climate-related risks

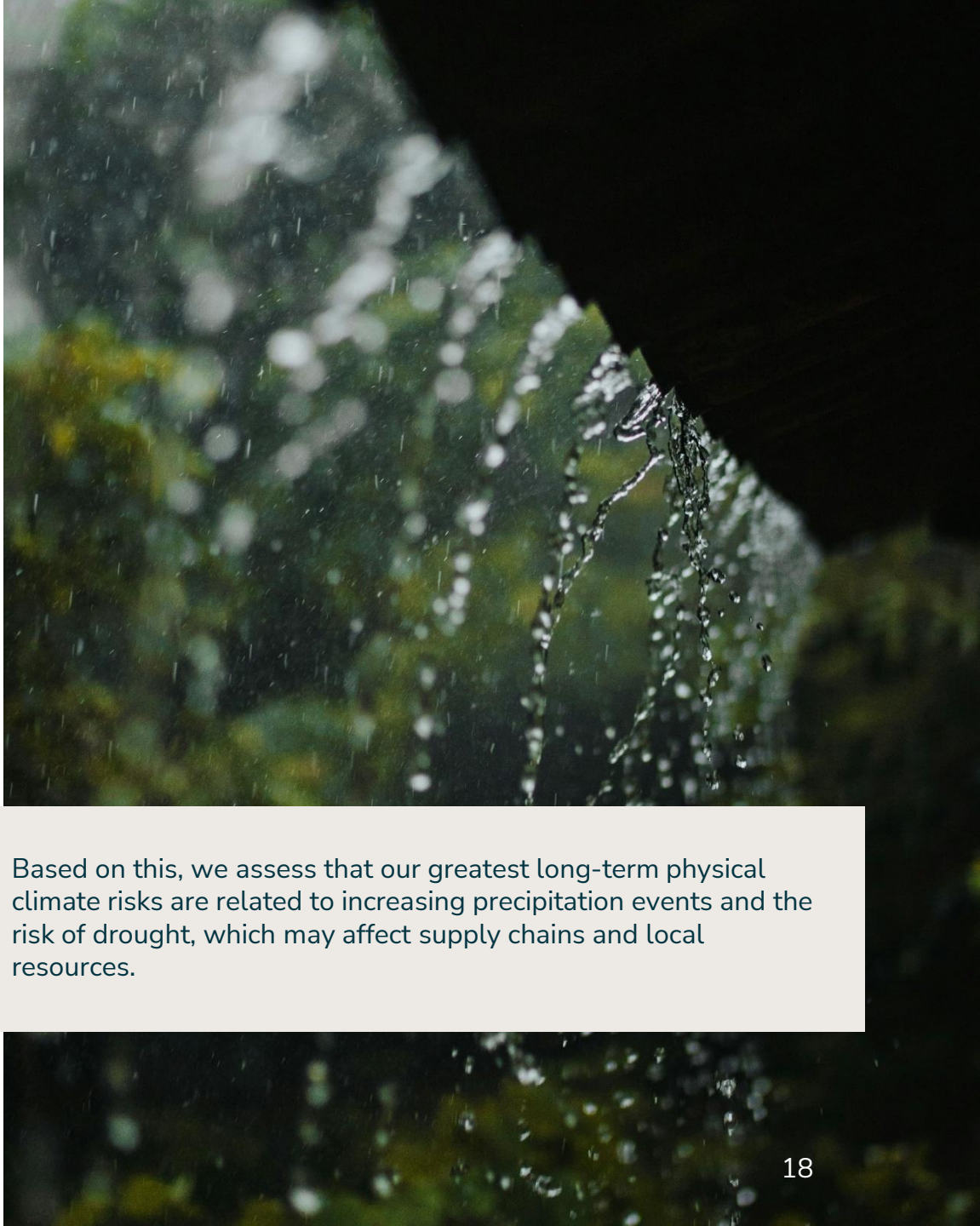
We have assessed potential climate-related risks that may impact our operations at Oddesundvej 24 and Tarp Byvej 153 in Esbjerg N, both in terms of physical hazards and transition risks.

Physical risks

According to DinGeo, which provides address-specific assessments for individual properties, our facilities at Oddesundvej 24 are located 26.2 meters above sea level and are assessed to have a low risk of flooding from groundwater, seawater, and watercourses. The risk of flooding from rainfall is moderate, but there are no low-lying areas on the site.

Our workshop at Tarp Byvej 153 is located 25.6 meters above sea level. Here, the risk of flooding from seawater and watercourses is assessed as low, while the risk associated with rising groundwater levels is considered moderate.

According to the Aqueduct Water Risk Atlas, which provides a general overview of climate risks in the region, the area around Esbjerg is characterized by a high risk of coastal flooding, a low risk of river flooding, and a medium to high risk of drought.



Based on this, we assess that our greatest long-term physical climate risks are related to increasing precipitation events and the risk of drought, which may affect supply chains and local resources.

Transition-related risks

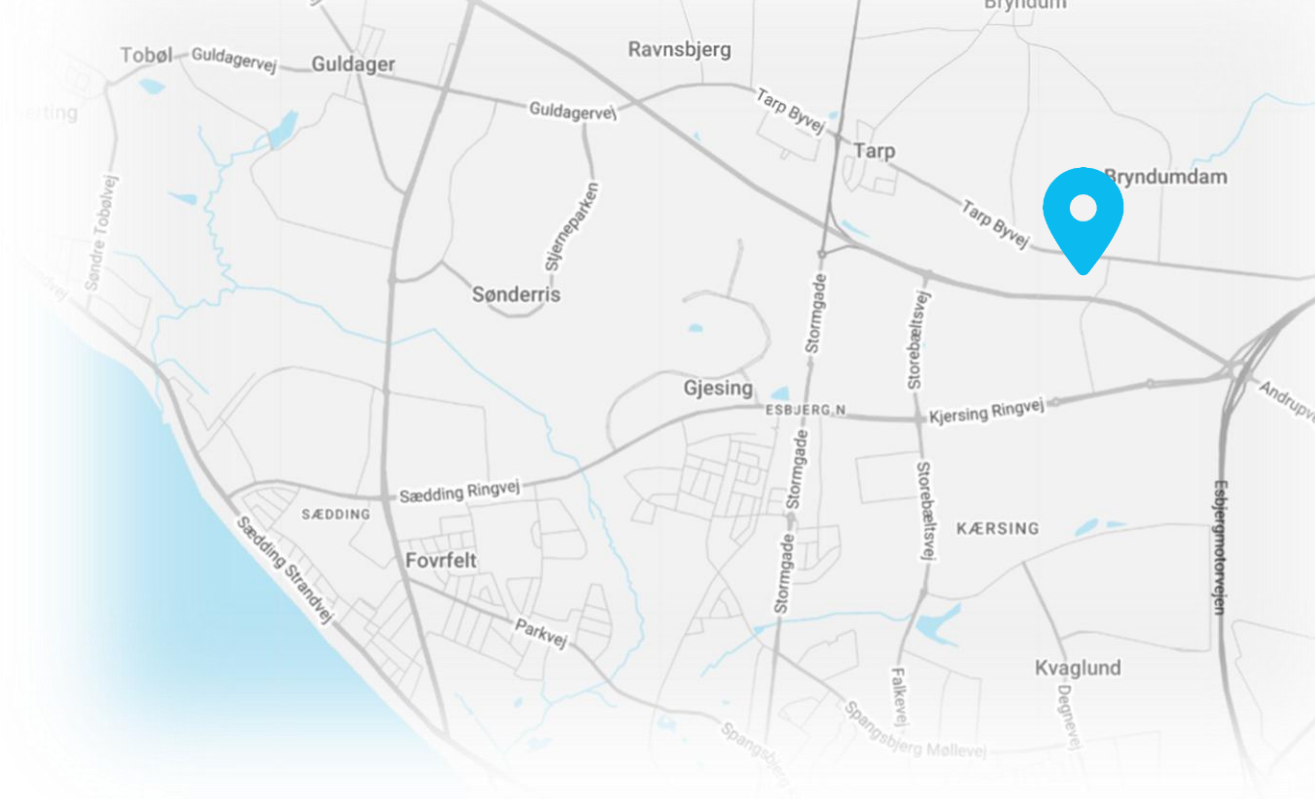
We are aware that the green transition entails new risks, including:

stricter requirements for environmental and CO₂ reporting, increasing costs related to investments in technology, potential increases in energy and raw material prices, growing expectations from customers and business partners for documented climate action.

These factors may affect our cost structure and market position in both the short and long term.

Climate adaptation measures

We have not yet implemented specific climate adaptation measures, as we do not currently consider it necessary for our operations at Oddesundvej 24 and Tarp Byvej 153. However, we continuously monitor developments in local climate projections and assess the need for future adaptation measures, enabling us to respond in a timely manner should the risk increase.



Overall risk assessment

We assess that physical climate-related risks are low to moderate in the short to medium term. In the long term, both increasing physical risks and tightening regulatory requirements may pose a higher risk if we do not continuously adapt our operations.

B4

Pollution

We are not subject to legislation or national reporting requirements regarding emissions of pollutants to air, water, or soil. Therefore, we are not required to report such data to authorities, and no publicly available information exists in this area.



Our activities primarily involve plastic processing, storage, and workshop operations, and we assess that the risk of significant emissions of pollutants is low. However, we systematically work to identify and minimize potential sources of pollution:

Air

Emissions may occur from internal forklift operations and transport, as well as dust generated during plastic processing. This is managed through ventilation and extraction systems, which help reduce dust emissions.

Water

The risk of emissions is considered limited. We ensure proper handling of chemicals and cleaning agents in accordance with applicable standards.

Soil

Potential pollution may occur during the storage and handling of oil and lubricants in the workshop. We have established procedures for safe storage and disposal.

We continuously monitor developments in legislation and local environmental requirements and will adapt our reporting practices if required. Our ambition is to maintain a low level of pollution.

B5

Biodiversity

We operate the company’s headquarters at Oddesundvej 24 in Esbjerg N and lease a workshop at Tarp Byvej 153 in Esbjerg N. Neither property is located within or in close proximity to designated Natura 2000 areas or Ramsar wetlands, according to Esbjerg Municipality’s web map.

- **Land use**

Oddesundvej 24 (headquarters, leased): Total land area approx. 8,453 m², of which the building covers 1,622 m². The remaining area consists of parking spaces, other paved areas, and green areas with lawn. A precise measurement of the distribution between paved and green areas has not yet been carried out.

- Tarp Byvej 153 (workshop, leased): Total land area approx. 29,815 m², of which the building covers 2,400 m². The majority of the area is paved, but there are smaller green areas with lawn.



Overview table of land use

Category	Area	Note
Total area	3,83 ha	Total area for Oddesundvej 24 and Tarp Byvej 153 (38,268 m ²)
Paved area	Not measured	The majority of the area is paved, including parking areas and workshop space
Total nature-oriented area on-site	Not measured	Smaller green areas in the form of lawns on both properties
Total nature-oriented area off-site	0 ha	We do not have control over natural areas outside our own sites

B6

Water

Our total water consumption in 2025 amounted to approximately 120 m³ across the headquarters at Oddesundvej 24 and the workshop at Tarp Byvej 153. Water consumption is primarily related to sanitary purposes as well as occasional water testing, where we check the tightness of installations. In these cases, we reuse the water whenever possible. When the water can no longer be reused, it is discharged into the wastewater system.

We do not have production processes that require significant amounts of water, and therefore there is no material difference between water withdrawal and water discharge.

Water risks

None of our locations are situated in areas classified as high water stress.

Water consumption (m³ per financial year)

Year	Total water consumption (m ³)
2025	120
2024	90

Resource use, circular economy and waste management

Circular economy

At Dansk Plast, our approach to the circular economy is based on both responsible resource use and value-creating solutions for our customers. This means that we not only focus on reducing our internal material consumption, but also on offering renovation and repair solutions that extend the lifespan of existing facilities and thereby reduce the need for new production.

One example is our renovation solutions for waterworks, where we line older concrete tanks with solid plastic sheets. In this way, a tight and durable tank is created within the existing structure, making it possible to significantly extend the tank's lifespan instead of building a new one.

We also work systematically to reduce production waste in our own operations. All plastic waste is sorted into fractions (PP, PE, etc.), the majority of which is sent for recycling. Small offcuts are retained where possible so they can be reused in new products or processes.

Materialflow

Plastic constitutes our primary raw material, and we therefore place particular emphasis on minimizing waste and optimizing material utilization. In 2025, our total plastic procurement amounted to approximately 128 tonnes, distributed across the following fractions:

Material	2025 (ton)	2024 (ton)	Note
Plastic raw materials – PE	34,10	45,24	Primary raw material
Plastic raw materials – PP	91,01	27,77	Primary raw material
Other plastics	3,18	0,94	Including acrylic, POM, and small amounts of PVC
Total	128,28	73,94	–

Waste

In 2025, we generated a total of 28.88 tonnes of waste, primarily consisting of plastic waste from production, as well as smaller amounts of cardboard, residual waste, and landfill waste. All plastic waste is sorted and sent for recycling where possible, while non-recyclable plastic and small combustible waste are sent for incineration. Cardboard is compressed and collected for recycling. We did not generate hazardous waste in 2025.

We continuously work to improve waste sorting, reduce waste, and increase the share of waste that can be sent for recycling rather than landfill or incineration.



50%
sent for recycling

In 2025, approximately 50% of our total waste volume was sent for recycling. Going forward, we will continue our efforts to reduce waste and minimize the share of waste that is sent for incineration or landfill.

	2025				2024			
Waste type	Total generated (tonnes)	Recycled (tonnes)	Incineration (tonnes)	Landfill (tonnes)	Total generated (tonnes)	Recycled (tonnes)	Incineration (tonnes)	Landfill (tonnes)
Non-hazardous waste	28,88	14,58	14,30	0,00	40,52	28,51	12,01	0,00
Hazardous waste	0,00	0,00	0,00	0,00	0,00	0,00	0,00	0,00
Total	28,88	14,58	14,30	0,00	40,52	28,51	12,01	0,00



Social



B8

C5

Own workforce

Our success as a company is built, among other things, on the knowledge, experience, and commitment of our employees. Therefore, we work purposefully to create a safe and supportive working environment. We aim to offer fair salary and employment conditions that match or exceed industry standards, and we prioritize training and skills development so that everyone can grow both professionally and personally.

We see this as an investment—not only in employee well-being and expertise, but also in the company’s long-term competitiveness. Through a focus on learning, safety, and collaboration, we aim to maintain a culture where employees feel they are a valued part of the company. In addition, community and well-being are supported through an active employee association, social events, and benefits such as a fruit scheme and health insurance.



22
Employees

As of 31 December 2025, we employed a total of **22 employees** (headcount), of whom 2 were women and 20 were men.

General characteristics of the own workforce

All employees were permanently employed, and there were no temporary contracts at the balance sheet date. During the reporting period, we had one temporary employee and, at times, engaged external freelance workers. These are not included in the definition of our own workforce.

We aim to contribute to an inclusive labor market by continuously having apprentices affiliated with the company and, where possible, employing individuals under special employment schemes.

Employees by gender

There are no registered employees in the categories “other gender” or “not disclosed.” The number of employees is stated as of 31/12/2025 (headcount) based on information from virk.dk.

Gender	2025 (headcount)	2024 (headcount)
Men	20	23
Women	2	2
Other	0	0
Not disclosed	0	0
Total	22	25

Gender distribution in executive management

Executive management at Dansk Plast consists of four members, of whom two are men and two are women. This means that management is evenly distributed between genders, supporting our ambition to maintain balanced representation in decision-making bodies. We view gender diversity as a strength that contributes to different perspectives in both strategic and operational decisions. Executive management is defined based on responsibilities and functions within the company.



C6**C7**

Human Rights

Policies, processes, and cases

At Dansk Plast, we recognize our responsibility to respect fundamental human rights in our own operations and in the collaboration with suppliers.

As of 2025, we have not identified or reported any cases of human rights abuses in our company. We are also not aware of confirmed incidents among workers in our value chain.

We have not yet formalized internal human rights policies, but set requirements for compliance with human rights in the supply chain through our Supplier Code of Conduct.

We have established a whistleblower scheme that allows employees and business partners to anonymously and securely report irregularities, breaches of legislation or our ethical guidelines.

We also emphasize an open culture of dialogue in the company and have zero tolerance for any form of retaliation against whistleblowers.

	Coincidence?
Child labour	No
Forced labour	No
Human trafficking	No
Discrimination	No
Violation of freedom of association	No



B9

Health and safety

At Dansk Plast, we place a high priority on employee safety and well-being. We work systematically with prevention through ongoing maintenance of workshops and machinery, instruction in safe working practices, and a focus on a healthy work environment. Our goal is to minimize the risk of workplace accidents and ensure that all employees can perform their work under safe conditions.

In 2025, 4 incidents were recorded, none of which required treatment or resulted in absence. A total of 0 incidents requiring treatment were recorded. No cases of fatalities due to work-related illness were reported.

Indikator	2025	2024
Number of recorded incidents requiring treatment	0	2
Number of recorded incidents not requiring treatment	4	0
Accident rate (per 200,000 working hours)*	0	7,7
Fatalities due to workplace accidents	0	0
Fatalities due to work-related illness	0	0

* Calculated based on incidents requiring treatment



We take employee safety seriously and continuously work to strengthen our preventive efforts, including through safety training, maintenance of technical equipment, and ongoing dialogue with employees about improvements to the working environment.

Working conditions, collective agreements and training/education

At Dansk Plast, we ensure that all employees are paid at a level that is in line with or above the salary levels set by relevant collective agreements in the industry.

We are a small company with fewer than 150 employees and are therefore not required to disclose gender-disaggregated salary data. We do not have a collective agreement, but our apprentices are covered by collective agreements through their training contracts.

In 2025, male employees received an average of approximately 21.85 hours of training (formal training and informal on-the-job learning), while female employees received approximately 50.5 hours. In 2024, we had 3 apprentices, and in 2025, we had 1 apprentice. It is our ambition to continue having apprentices as a permanent part of our efforts to strengthen skills development and ensure a future workforce.

Indicator	2025	2024
Employees covered by collective agreements	4,5 % (apprentice)	12 % (apprentices)
Wages in line with or above relevant collective agreements	Yes	Yes
Gender pay gap	Not applicable (<150 employees)	Not applicable (<150 employees)
Average training hours – men	21,85	21,17
Average training hours – women	50,5	18,5
Apprentices	1	3

Note: The figures for training hours are based on a qualified estimate, including both formal activities (courses, etc.) and informal activities (on-the-job training).



Governance

Management and values

Good corporate governance is a key prerequisite for ensuring transparency, responsible operations, and trust among our employees, customers, and business partners. Our approach to governance is based on clear values, responsible management, and a commitment to continuously strengthening the company's structures and decision-making processes.

Our four core values – Quality, Innovation, Joy, and Responsibility (KIGA) – serve as guiding principles for both day-to-day management and strategic decisions.

We have a Supplier Code of Conduct and follow established principles for responsible behavior. These principles are based on Danish legislation and our internal procedures. As part of our ESG strategy, we aim to develop a Business Code of Conduct for our own operations and ensure that all employees are aware of and understand it.

We have established a whistleblower scheme that allows employees and business partners to report irregularities, breaches of legislation, or violations of our ethical guidelines anonymously and securely. Reporting is done via an app accessible to relevant parties. All reports are treated confidentially and investigated by an independent party. We have zero tolerance for retaliation against whistleblowers, and overall responsibility for the proper handling of the scheme lies with management.

To strengthen our governance in the coming years, we will put special focus on:

- ✓ Developing and promoting awareness and understanding of a Business Code of Conduct, ensuring it is embedded among both employees and management.
- ✓ Maintaining an open dialogue culture, where all employees feel safe to approach management directly with questions or concerns.
- ✓ Maintaining annual ESG reporting to ensure transparency and systematic follow-up on our goals and initiatives.



C9 Gender diversity in the highest management

Our highest management is the Board of Directors. The Board consists of four members, of whom three are men and one is a woman. The gender ratio in the Board is therefore 1:3 (women:men).

Executive management is reported separately under C5.

B11 Corruption and bribery

We have not had any cases of corruption or bribery in 2025. Therefore, no convictions have been made or fines issued related to violations of anti-corruption or anti-bribery legislation.

We operate based on a fundamental principle of integrity and responsibility in all business relationships. Although we do not currently have a specific anti-corruption policy, it is our position that zero tolerance for corruption and bribery is a prerequisite for responsible business conduct.





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