



# ESG REPORT<sub>2024</sub>



The company was founded by Thomas Sandholdt in 2009, TS TECH A/S has today grown to over 80 skilled colleagues and expanded across multiple locations worldwide, with headquarter in Esbjerg.

We are a leading provider of comprehensive electrical solutions, particularly in the wind and energy sectors, committed to growth at all levels. Our diverse business areas cover the full spectrum of electrical engineering, emphasizing the green transition.

TS TECH is a one-stop-shop for electrical expertise, focusing on wind, energy, marine, communication, industrial automation, and safety certifications. Our colleagues are our greatest asset.

**Do you want more information about the ESG report?**

If you wish to learn more about the content of our ESG report, please feel free to contact us.

We look forward to sharing our commitment to sustainability and social responsibility with you.





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# PREFACE

TS TECH is experiencing solid development and growth across all areas, particularly in the wind and energy sectors. Our innovative electrical solutions are delivered worldwide, where we always stay close to our customers through our market presence and strong partnerships. Regardless of the industry, we always focus on creating the best possible outcomes for our customers. We achieve this with the least possible use of resources, both economically and environmentally. This approach strengthens our customers' competitiveness and ensures sustainability.

We strive to be flexible in our approach to our customers, which is why at TS TECH, the journey from idea to action is short. We always start with the market and our customers' needs in mind. Therefore, we work closely with our customers in all aspects from idea to finished product. This ensures solutions that work for our customers and provide high operational efficiency.

At TS TECH, we place great emphasis on optimal operation and service for our clients. This is an essential part of our approach to product development and crucial to the service we offer. We ensure that the service provided is of the highest professional level, flexible, and available when needed. The same commitment applies to both our national and international markets.

Our foremost task is to always be proactive and meet our customers' changing needs in the diverse markets we serve. Our size becomes our strength, allowing us to maintain a high level of dynamism, innovation, and adaptability. This enables us to provide our customers with high-quality products that focus on sustainability and efficiency.

Sustainability is also a focus area at TS TECH. We have developed an ESG strategy that forms the basis for our ongoing work in this field. Our ESG strategy is centered around sustainability and responsible production practices. We are committed to minimizing our environmental footprint by implementing energy-efficient technologies, reducing waste, and adopting renewable energy sources. We prioritize the well-being and safety of our employees and the diversity of our board. Additionally, we actively engage with our suppliers to foster ethical business practices and contribute positively to the communities in which we operate. In connection with the ESG strategy, we have identified five Sustainable Development Goals (SDGs) that are particularly relevant to TS TECH:

- SDG 3    Good Health and Well-being*
- SDG 4    Quality Education*
- SDG 7    Affordable and Clean Energy*
- SDG 8    Decent Work and Economic Growth*
- SDG 12   Responsible Consumption and Production*

This report is based on the fiscal year 01.01.2024 - 31.12.2024. Our goal is to continuously improve our environmental responsibility, create a positive workplace, and enhance our management practices. We believe that by taking responsibility for our actions, we can create a more sustainable future.

We hope that you will read our ESG report with great interest.





“Our team of dedicated professionals has a wide range of skills, has completed the necessary courses and holds the certifications required to carry out assignments worldwide





WIND



ENERGY



INDUSTRY



CERT SAFE



COMMUNICATION



MARINE

# A LEADING ELECTRICAL ENGINEERING PARTNER

TS TECH was founded by Thomas Sandholt in 2009 and has today grown to more than 80 skilled and dedicated colleagues, operating from several locations with headquarter in Esbjerg. The journey reflects our commitment to innovation, quality, and comprehensive electrical solutions across various industries, particularly in the wind and energy sectors.

In 2016, the Electronic Group acquired the majority of shares in TS TECH, facilitating an expansion of our customer base and streamlining our processes. However, in 2022, Niels Langerhuus and Thomas Sandholt repurchased these shares, returning the company's ownership to local hands. This move underscored our commitment to maintaining a close connection with our roots and local community.

At TS TECH, we pride ourselves on transforming knowledge into tangible value for our customers and society. Driven by a vision to create groundbreaking electrical solutions within our core segments: Wind, Energy, Industry, Marine, Communication, and Safety Certifications, we strive to lead the way and push the limits of what is possible. As the CEO of TS TECH states: *"We dare to be ambitious and have the courage to act on our ideas and ambitions."*

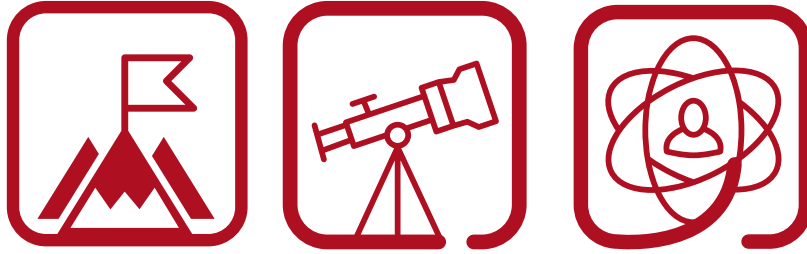
Our growth from a relatively ordinary electrical installation company to a full-fledged electrical engineering partner is a testament to our dedication to continuous learning and skill improvement. We support our customers throughout their

journey, employing engineers, constructors, technical designers, and developers to stay at the forefront of technological advancements. This comprehensive approach ensures that we are involved in projects from inception to completion, providing expertise and support every step of the way.

Our ambition is to be the market's preferred electrical engineering partner, both now and in the future. These components are integral to our strategy and contribute to turning our expertise into valuable solutions for our clients. As the CEO emphasizes: *"We have the courage, because we, together with colleagues, customers, and partners, put professionalism first with an ambition to be the market's preferred electrical engineering partner. To reach our goals and ambitions, we also prioritize well-being, collegiality, HSE, and the green transition as important components that contribute to the expertise that turns our knowledge into your value."*

## Our Segments

We see ourselves as your "One-stop shop" partner in the following sectors: wind, energy, communication, Cert Safe, marine and industry. Since 2009, TS TECH has provided tailored, competent solutions to numerous companies within these segments. Our commitment to high standards of professionalism has established us as the preferred supplier across various industries.



# VISION, MISSION & CORE VALUE

## **Our Core Narrative**

We take pride in always having the best people. This means people who understand the customer's specific challenges, those who can solve them, and those who can do so in the best possible way. We provide training, gain experience, and continuously learn. We are at the forefront of the industry. As your electrical engineering partner, we excel in our work so you can excel in yours. With a focus on electricity and technology, we are your partner in Wind, Energy, Industry, Marine, Communication, and Automation. We are with you wherever you are. Onshore or offshore. Near or far.

We have ambitious plans and the courage to act on them. Since 2009, we have been committed to our mission, and we will continue to be so. We also prioritize the green transition, ensuring we make a positive impact on the environment now and in the future. Because it matters. Our main task is to help our customers and other stakeholders to reach their goals and achieve results, so we place all our knowledge and expertise at their disposal, so it is possible to optimise their own business.

**“We transform our expertise into value for you!”**





## **Vision**

Our vision is to become the leading supplier of electrical technical solutions for companies within our segments. We strive to provide professional and customised solutions that satisfy our customers' requirements and improve their operational performance and results.

As a total supplier of electrical technical solutions, we offer expertise across disciplines and place considerable emphasis on both our advice and execution. Our goal is to build strong and long-lasting customer relationships where trust and quality are paramount. We are dedicated to ensuring that our customers receive the best experience and the most effective solutions.

## **Mission**

Our mission is to remain a leading player in wind, energy, industry, and automation while still maintaining a significant presence in the green transition.

## **Core Values**

### **Putting People First**

At TS TECH, we believe our greatest asset is our people. We invest in continuous training and learning to ensure that our team is always at the forefront of the industry. Our experts understand the customers' specific challenges and work tirelessly to provide the best solutions, so that the customer can excel in what the customer does best.

### **Your Success - Our Mission**

Our customers' goals are our goals. We stand by our customers both onshore and offshore, dedicated to help them achieve success. By putting our extensive knowledge and expertise at their disposal, we ensure they get the most effective solutions to optimize their business. Our customers' success is our mission.

### **Driven by Ambition and Innovation**

Since our founding in 2009, we've been driven by a relentless ambition to lead and innovate. We have the courage to turn bold ideas into reality, constantly pushing the boundaries of what is possible. Our vision is to be our customers preferred electrical engineering partner, delivering customized solutions that elevate their performance and results.

# SUSTAINABLE DEVELOPMENT GOALS

We have chosen five Sustainable Development Goals (SDGs), which are most relevant for TS TECH. By focusing on these goals, TS TECH is contributing to a more sustainable future.







### **SDG 3: GOOD HEALTH AND WELL-BEING**

The commitment to Health, Safety, and Environment (HSE) practices ensures healthy lives and promotes well-being for all employees at all ages.



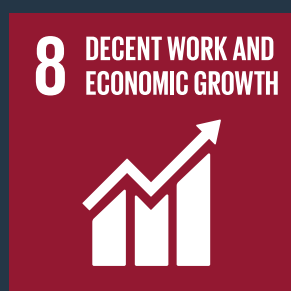
### **SDG 4: QUALITY EDUCATION**

Emphasizing apprenticeships, training, and continuous professional development supports inclusive and equitable quality education and promotes lifelong learning opportunities for all.



### **SDG 7: AFFORDABLE AND CLEAN ENERGY**

The focus on projects involving energy islands, PtX systems, onshore power plants for ships, energy efficiency, and power storage from solar panels directly supports the goal of ensuring access to affordable, reliable, sustainable, and modern energy for all.



### **SDG 8: DECENT WORK AND ECONOMIC GROWTH**

Focusing on creating a supportive work environment, professional growth, and job rotation contributes to promoting sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.



### **SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION**

Using recycled wood for packaging, proper waste handling, and purchasing refurbished IT equipment aligns with the goal to ensure sustainable consumption and production patterns.

# ENVIRONMENTAL

When discussing the green transition, our focus is on projects involving energy islands, PtX systems, onshore power plants for ships, energy efficiency, and power storage from solar panels, among others. We have a clearly defined role and are actively engaged in partnerships with stakeholders who design and manage these tasks. Onshore power plants are essential for reducing emissions and noise when ships are docked. We have extensive experience in this area and are already contributing both nationally and internationally. We provide solutions for electricity storage and large battery systems for companies. These solutions are often integrated with the establishment of electric vehicle charging stations and combined with solar cell and hybrid systems.

*"Our strategy, and executed plan, is to be an important partner in the green transition."*

## **The Right Focus**

At TS TECH, we focus on where and how we can contribute positively to thinking and acting more sustainably. As part of this, we use recycled wood for our various packaging materials. It makes sense for us to use recyclable wood for our packaging, as it has a positive impact on our LCA calculations, which we will initiate in 2025.

We also ensure proper handling of our waste daily. This means sorting into 14 different categories. Correct handling of our waste is an important part of our focus on reducing waste, as a significant portion of the materials can be reused repeatedly. As part of this focus, we purchase our IT equipment, such as computers, through the company Refurbish, who ensures that discarded IT equipment gets a new life. All existing cars in our fleet are a maximum of four years old and comply with EURO 6 standards. This is the latest exhaust emission standard for new cars.

## **The Local Partnership**

Since August 2023, TS TECH has been a Climate Partner in Esbjerg Municipality's climate network. The climate partnership is a collaboration between the private and public sectors, providing local businesses and institutions with the opportunity to strengthen their commitment to climate-related work. The goal is to enhance business competitiveness by combining environmental improvements with business development.

*"At TS TECH, we work every day to support the green transition with the solutions we deliver. Therefore, it is only natural for us to enter into an official climate partnership with the municipality, showing our commitment to addressing the significant common challenge that the climate crisis represents."*

Through the climate partnership agreement, TS TECH has installed a solar panel system that covers 45 % of our own energy consumption, with any excess energy being supplied to the power grid.

Currently, we have invested in four electric cars. Since last year, we have achieved our goal of sourcing all our electricity from renewable energy.

## **TS TECH development**

There has been an increase in our workload, which naturally impacts the company's CO<sub>2</sub>e footprint. Although the number of employees has grown by 26 % from 2023 to 2024, we have successfully reduced our overall CO<sub>2</sub>e footprint by approximately 2 %, which we are pleased with. Our internal electricity consumption is covered by approximately 46 %, and the electricity we need to purchase from the grid is sourced as green energy. Transportation remains the area with the highest emissions, but we continue our efforts to minimize emissions in this sector.



Ton CO <sub>2</sub> e					
Year	Employees	Energy and processes	Transport	Per employee	Scope 1, 2 og 3
2023	57	17,99	125,74	2,52	143,83
2024	72	11,45	129,23	2,48	141,31
Difference	26%	-36%	3%	-2%	-2%



“Our expertise in our field helps you to be experts in yours





# SOCIAL

At TS TECH, we dream big. We set ambitious goals and have the courage to do what it takes to achieve them. Being part of TS TECH means joining a company that specializes in electrical tech expertise. We strive to create a supportive and helpful work environment where the team is always ready to assist each other. As the saying “*Colleagues are not employees*” emphasizes, we see our staff as colleagues, not just employees. We value building strong relationships and collaboration, making everyone feel part of our shared goals. 2024 was a remarkable year for TS TECH:

- We welcomed 11 new colleagues
- 4 colleagues received new training
- 7 interns joined our team
- We received 2 nominations (EY and Best of the City)
- Hosted 8 social events
- Participated in 7 trade fairs, both domestically and internationally
- Celebrated two 10-year anniversaries
- Welcomed two new TS TECH babies

TS TECH has consistently delivered outstanding results year after year, thanks to our strong organization and skilled colleagues. We recognize that our colleagues are our most valuable asset. We are committed to their professional development and growth through promotions, training, and job rotation. We understand that the success of our colleagues is crucial to our success as a company.

## **Ensuring a Strong and Healthy Culture**

At TS TECH, we are committed to maintaining a strong and healthy workplace culture. As we grow rapidly and welcome new colleagues, it is essential to preserve the positive culture we

have built. Over the past four years, we have expanded from 30 to more than 80 colleagues. *“If you are curious, you are allowed to develop yourself. We have a great work place with fantastic colleagues, openness and plenty of freedom.”*

## **Our Team Spirit**

At TS TECH, our team spirit is a cornerstone of our work culture. Jesper Bjerrum Hansen, a Cert Safe, Technician, captures this essence perfectly:

*“The tasks are versatile and plentiful, challenging you as a professional and providing opportunities for development. It’s easy to collaborate and get help from colleagues. We are equipped with all the tools needed to ensure we deliver the best quality. The coolest thing about working at TS TECH is definitely the team spirit. It strengthen the team cohesion and motivates you to go the extra mile to reach the finish line.”*

Jesper’s experience highlights how our supportive and collaborative environment fosters growth, innovation, and a sense of community. We believe that a strong team spirit not only enhances job satisfaction but also drives us to achieve excellence together.

*“I have never encountered a workplace before where there is SO much freedom.”* Jan Willendrup, Head of Marketing.

We consistently remind each other to celebrate our victories. We have a bell with an accompanying chart specifically to encourage this practice. When orders exceed certain thresholds, we celebrate in the following ways: a regular cake, a fancy cake, and some bubbly or a visit from the hot dog truck on Friday afternoon.

### **Our staff association is for all of us**

We value community, socializing, and getting to know each other as people, not just as colleagues. This fosters a better understanding of each other's strengths and weaknesses, enhancing our daily interactions at work. TS TECH has an active staff association that organizes activities several times a year, ranging from physical activities to relaxed gatherings, intense experiences, or festive events. In addition, we encourage our colleagues to start their own initiatives. TS TECH is happy to support the activities with a financial contribution.

*"The social aspect at TS TECH is absolutely fantastic and they do a lot for us in the form of parties and social events, which creates a very strong bond among colleagues."* Danni Johansen, Cert Safe, Technician.

Some of the activities we do may include the Fanø Summer Cup, concerts, slot car racing, and go-karting. As part of our activities in 2023, we organized a trip to Hamburg, inviting all interested colleagues to join. The trip provided a great opportunity to foster team spirit and strengthen relationships across the company. This is a great example of one of the many activities we organize, and we have carried this forward into 2024.

### **Health, Safety and Environment**

At TS TECH, Health, Safety, and Environment (HSE) are top priorities. Our HSE practices also contribute to ensuring well-being and serve as a motivational factor. We are dedicated to preventing accidents in the workplace by following an internationally recognized HSE philosophy. Our safety department is committed to training colleagues to prevent accidents, fostering a health and safety culture, improving our health and safety management practices, and ensuring compliance with all relevant legislation. We believe that effective safety management involves creating plans, guidelines, and approvals that enhance workplace safety and reduce work-related injuries. We work every day to improve what we already do.

*"We are proud of the work that we do to create a safe and healthy workplace for our colleagues."*  
Klaus Delf, HSE Specialist & Project Manager.

### **We support those who support development**

Driven by a strong desire to support our local community, particularly those making a difference and fostering development, we take pride in nurturing talent. We support in every way we can with the resources at our disposal. We believe that our ability to help comes with a commitment to do so. This is why we provide extensive support to culture and sports, especially where it involves the creation of development, talent, and enriching experiences. We currently support 20 sports and charitable causes.

### **Apprentices**

We see great value in having apprentices as part of our team. It allows us to contribute to their education while also shaping potential future permanent colleagues. Apprentices automatically become part of our company culture and adopt the same values as the rest of the team.

It is important for us to contribute to the education of future professionals. Therefore, we currently have 12 apprentices, representing 16.67 % of our team. They also receive additional internal training to enhance their knowledge, particularly in areas requiring authorization, which we consider especially important.

*"I secured an apprenticeship at TS TECH after completing my basic training as an electrician. I chose TS TECH because I was intrigued by their diverse operations within the electrical field, particularly within the industry sector. It sounded exciting to expand my horizons and work in areas like wind, marine, and offshore. I also felt that this would open future opportunities and give me a wide range of knowledge. Moreover, the camaraderie among colleagues and the fantastic company events make TS TECH an awesome place to work."* Nicolai Christensen, Apprentice electrician.





“We have a strong and strategic plan for our Wind segment, providing us with direction and security to ensure we remain at the forefront of development.”

# GOVERNANCE

## **Exceptional Leadership**

At TS TECH, we focus on exceptional leadership. We promote openness, flexibility, and engagement among all our colleagues. We believe that a strong leadership culture is the foundation for a healthy company and a positive work environment.

We ensure that colleagues are responsible for projects that match their skills and interests. This leads not only to better results, but also greater job satisfaction and engagement. We encourage freedom with responsibility, allowing colleagues to make decisions and work independently while being ready to support them when needed. Our workplace is inclusive and open, with room for everyone and high ceilings to foster creativity and innovation.

At TS TECH, it's important that work is fun, but we also expect everyone to deliver what is required. We prioritize flexibility to create work life balance. Openness in our leadership style means we value input and feedback from the entire team. We create an environment where everyone feels heard and appreciated. Our flat organizational structure ensures a short path from idea to action, and all colleagues are part of the decision-making process. Additionally, we have a clearly defined chain of command, so everyone knows whom to approach, along with clearly defined roles for each colleague.

The leadership at TS TECH is committed to setting a good example. They are present on projects alongside the team to ensure a supportive and engaged leadership. We prioritize scheduled performance reviews, one-on-one meetings, and project manager meetings, so colleagues know when the meetings will take place and can prepare accordingly. Meeting deadlines is crucial, and we strive to create a

supportive and helpful work environment where the team is always ready to assist each other.

Transparency is central to us, and we provide colleagues with monthly financial insights so everyone can follow the company's performance and success. As the saying "*Colleagues are not employees*" emphasizes, we see our staff as colleagues and not just employees. We emphasize building strong relationships and collaboration, making everyone feel part of our shared goals. Open dialogue is a fundamental part of our culture, ensuring that everyone's voice is heard and taken seriously.

## **Commitment to excellence and standards**

Our accreditation according to these standards signifies our proven ability to meet the requirements in each respective field and our systematic approach to continuously improving our company's skills. TS TECH has undergone multiple audits for its three international ISO standards:

- ISO 9001:2015 - Quality Management
- ISO 14001:2015 - Environmental Management
- ISO 45001:2023 - Occupational Health and Safety Management.

At TS TECH, this accreditation means we deliver strategically and consistently on our commitment to high-quality products and services (ISO 9001). We also ensure that we meet all requirements and implement effective environmental management to enhance our environmental impact and energy efficiency (ISO 14001). Furthermore, we actively manage occupational health and safety by applying effective management processes to improve our working environment, thereby achieving increased worker safety, reduced sickness absence, and enhanced well-being (ISO 45001).





### **Whistleblower policy**

Transparency and accountability are values that management wishes to be inherent for our employees and other stakeholders. Therefore, we have established a whistleblower policy that ensures inappropriate behaviour or illegal activities within the organization can be reported. In this way, TS TECH aims to promote openness and honesty, while also protecting the individual who reports an observation with full anonymity. It is also important for the company that any reported cases are handled professionally and efficiently, which our whistleblower policy helps to ensure.

# ESG KEY FIGURES

ESG encompasses three areas: environmental and climate conditions, social conditions, and governance conditions. Below there are several selected ESG key figures for both 2024 (01.01.2024 - 31.12.2024) and 2023 (01.01.2023 - 31.12.2023).

Environmental	Unit	2023	2024
CO <sub>2</sub> e emission within scope 1	Tonnes	99.22	101.80
CO <sub>2</sub> e emission within scope 2 (electricity declaration)*	Tonnes	13.17	6.87**
CO <sub>2</sub> e emission within scope 2 (environmental declaration)*	Tonnes		10.57
CO <sub>2</sub> e emission within scope 3	Tonnes	31.44	32.64
Sum of CO <sub>2</sub> e emission (scope 1, 2 & 3)	Tonnes	143.83	141.31
Sum of CO <sub>2</sub> e emission per employee	Tonnes	2.55	1.96
Total energy consumption (Electricity, heating, transport)	MWh	640.81	664.47
Total energy consumption per employee	MWh	11.30	11.76
Sustainable energy share (continuous energy consumption compared to total energy consumption)	%	0	31.09
Water consumption	Cubic meter	129.56	143.66
Hazardous waste	Kilo	15	293
Recycled waste	Kilo	19,800	33,314
Incineration and landfill (23 % of the waste was not recyclable and was sent for incineration or landfill)	Kilo	4,564	10,145

\* GHG Protocol: Disclosure of both the electricity declaration and the environmental declaration, which show two different ways of how electricity is produced and impacts the environment.

\*\* Uses electricity from its own solar panels and purchases renewable energy.

## Calculation practices for E metrics

Our E-metrics are based on data from utility companies and suppliers. To convert this data into CO<sub>2</sub> equivalents (CO<sub>2</sub>e), we use the Danish Business Authority's calculation tool "*Klimakompasset*", which follows the principles of the Greenhouse Gas Protocol (GHG Protocol). The emission factor used for electricity is sourced from the relevant "*Environmental Declaration*". According to the GHG Protocol, both the electricity declaration and the environmental declaration must be disclosed for electricity, showing two different ways of how electricity is produced and impacts the environment.

## Scope assessment

In preparing our first sustainability report, we have primarily worked with internally available data. As a starting point, we have chosen to focus on the data that contribute to the calculation of scope 1 and 2 emissions in the climate accounting. This covers our energy consumption for the operation of buildings and our transportation vehicles.

## Scope 3

The majority of a company's total climate footprint usually lies in scope 3, which typically involves factors over which the company has limited and often only indirect influence. This scope is not included in this report.



Social	Unit	2023	2024
Average number of full-time employees	Number	57	72
Number of apprentices <i>Equivalent to 11.10 apprentice points against a target of 1.01</i>	Number	12	12
Sick leave <i>Compared to an industry average of 5% in 2024</i>	%	2.59	3.1
Work accidents <i>Compared to an industry average of 1.6 % in 2024</i>	%	5.31	9.7
Employee turnover <i>Compared to an industry average of 27.4 % in 2024</i>	%	19.5	4.2
Employee satisfaction survey **	-	-	-
Gender diversity in the organization <i>(Percentage of women)</i>	%	7.1	5.6
Gender diversity in the executive management <i>(Percentage of women)</i>	%	0	1
Number of women in top management	Number	-	3
Gender diversity in other management levels*	%	n/a	0
Gender diversity in the top management level*	%	n/a	33
Equal pay for equal work principle*	-	-	-

\* Not reported in 2023

\*\* Implemented previously, but not in 2023 and 2024

Governance	Unit	2023	2024
Board	-	Yes	Yes
Number of board members	Persons	3	3
Proportion of women on the board	%	0	0
Attendance at board meeting	%	100	100
Wage gap between the CEO and employees*	-	n/a	n/a
Whistleblower policy	-	Yes	Yes

\* Not reported

### Calculation practices for S and G metrics

Social and governance data are compiled based on records in payroll and financial systems, as well as other internal records. The calculations are compared against statistics from the Confederation of Danish Employers (DA).

### Notes on the report

The report isn't verified by an independent third party. Although we have made every effort to ensure the content of the report is accurate, no guarantees are given regarding its accuracy and/ or completeness. Therefore, we disclaim any liability for any damage or loss that may result from actions taken based on the report.

# ESG GOALS

At the management level, we have defined some ESG initiatives. Our goal is to ensure clear visibility of these initiatives and to conduct regular follow-ups. We are constantly striving to improve our efforts in these areas. Below are the areas and goals we aim to focus on.

## ENVIRONMENTAL

Resource consumption (fuel)

- *Replace 50 % of our vehicle fleet with electric cars by 2030 and 100 % by 2050.*

Reduce CO<sub>2</sub> emissions by 5 % based on kilometers driven

- *Installation of measurement devices on the vehicle fleet to monitor CO<sub>2</sub> emissions in 2025.*
- *Investment in electric vehicles to reduce CO<sub>2</sub> emissions from the fleet, currently with four electric cars in operation.*
- *Initiation of LCA (Life Cycle Assessment) calculations in 2025.*
- *All electricity will be chosen from renewable energy.*

Waste management

- *Our environmental efforts continue with waste sorting into multiple fragments, ensuring that we recycle as much as possible. Agreements have been made with responsible companies regarding disposal and cleanup.*

## SOCIAL

Employee satisfaction

- *Conduct an employee satisfaction survey in 2024. The last one was conducted several years ago, and the next one is scheduled for Q3 2025..*

Workplace accidents

- *Improve the number of workplace accidents – currently 9.7 % in 2024 compared to an industry average of 1.60 %. Our goal is 0 %.*

## GOVERNANCE

The board

- *More women on the board of directors.*







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