

# ESG REPORT

FINANCIAL YEAR 2024/2025



Creating Better Windows  
for Richer Lives

**idealcombi** 

Windows. Designed & Manufactured in Denmark

# Table of contents

INTRODUCTION.....	4
About Idealcombi – Creating Better Windows for Richer Lives.....	4
A Danish Family Story with a Global Outlook .....	4
Innovation and Quality with a Sustainability Mindset .....	4
Social Responsibility – Locally and Globally .....	5
Responsible Leadership and a Clear Direction for the Future .....	5
Letter from Management .....	6
Basis for Preparation (B1) .....	8
Practices, Policies and Future Initiatives (B2).....	9
Strategy: Business Model and Sustainability-Related Initiatives (C1) .....	11
Description of Practices, Policies and Future Initiatives (C2) .....	14
ENVIRONMENT.....	16
Climate Change.....	16
Energy Consumption, Greenhouse Gas Emissions and GHG Intensity (B3) .....	17
GHG Reduction Targets and Climate Transition (C3) .....	20
Climate Risks (C4).....	21
Pollution of Air, Water and Soil (B4).....	22
Biodiversity (B5).....	23
FSC®-certified Pinewood.....	23
Biodiversity-sensitive areas .....	23
Water (B6).....	24
Resource Use, Circular Economy and Waste Management (B7).....	24
Circular Economy Principles.....	24
Key Materials.....	25
Waste Management .....	30
SOCIAL.....	31
Own Workforce.....	31
General Characteristics (B8 + C5).....	31
Health and Safety (B9) .....	39
Remuneration, Collective Bargaining and Training (B10).....	40
Human Rights Policies and Processes (C6) .....	41
Social Disclosures Relating to the Value Chain.....	42
Workers in the Value Chain .....	42
Affected Communities .....	43
End-Users .....	44
Severe Negative Human Rights Incidents (C7) .....	44
GOVERNANCE.....	45
Core Values.....	45
Supply Chain Due Diligence .....	45
Convictions and Fines (B11) .....	47
Revenues from Certain Sectors and Exclusion from EU Reference Benchmarks (C8) .....	47
Gender Diversity Ratio in the Governance Body (C9) .....	47

SUPPLEMENTARY MATERIAL.....	48
Materials from Idealcombi .....	48
Corporate Carbon Footprint Reports .....	48
Previous CSR Reports.....	48
Environmental Product Declarations (EPDs).....	48
External Sources.....	48
NOTE ON ASSURANCE.....	49
APPENDIX.....	49
Policy on Anti-Corruption and Bribery .....	49
CONTACT INFORMATION.....	52

## LIST OF TABLES

Table 1. Basic information.....	8
Table 2. Location and geolocation of significant assets and facilities .....	8
Table 3. Sustainability-related certifications and labels.....	10
Table 4. ESG areas addressed in existing policies and in commitments for the future.....	11
Table 5. Highlights of Strategic Roadmap for Sustainability .....	13
Table 6. Sustainability-related practices, policies, initiatives and objectives.....	14
Table 7. Energy consumption.....	17
Table 8. Emissions overview.....	19
Table 9. Most material climate risks and opportunities .....	22
Table 10. Land use across all sites, owned and leased .....	23
Table 11. Water withdrawal and consumption across sites.....	24
Table 12. Mass-flows for the most important materials.....	24
Table 13. Material intensity across product lines.....	26
Table 14. Waste fractions from Danish sites .....	30
Table 15. Employees by country.....	31
Table 16. Types of contracts.....	32
Table 17. Gender distribution of all employees.....	32
Table 18. Gender distribution in management .....	33
Table 19. Work-related accidents and fatalities.....	39
Table 20. Average number of training hours .....	40
Table 21. Code of Conduct and grievance mechanism.....	41
Table 22. Contents of internal Code of Conduct .....	41
Table 23. No severe human rights incidents.....	44

## LIST OF FIGURES

Figure 1. Geographical distribution of significant suppliers.....	12
Figure 2. Renewable and non-renewable energy usage .....	18
Figure 3. Reductions in GHG emissions over time .....	20
Figure 4. Documentation of environmental footprint via EPDs.....	21
Figure 5. Frame IC window construction .....	26
Figure 6. Gender distribution compared to industry average.....	33
Figure 7. Anniversaries in 2024/25 .....	36
Figure 8. Collective bargaining agreements .....	40
Figure 9. Gender distribution in the Board of Directors .....	47

# INTRODUCTION

## About Idealcombi

At Idealcombi A/S, we believe that better windows create richer lives - for people, for society, and for the planet. As a family-owned company rooted in Thy, Denmark, we have spent more than five decades combining craftsmanship, innovation, and responsibility to deliver windows that make a difference. Our vision is to be the region's most desirable workplace, built on a strong culture and a safe and healthy working environment, while delivering the most sought-after windows, recognised for their quality, energy performance and long service life.

We believe that craftsmanship and sustainability should go hand in hand. That is why sustainability is integrated into everything we do, from product design, material choices and sourcing to manufacturing and logistics.

### A Danish Family story with a Global Outlook

Idealcombi was founded in 1973 by brothers Henning and Bent Søgaard in their parents' barn in Ørum. What began as a small family business with 20 employees has grown into a modern production company with more than 400 colleagues and 100 000 m<sup>2</sup> of facilities in Hurup, and offices in Tilst, Hvidovre and Milton Keynes. Despite our growth, we have never lost sight of our roots, and we are still deeply connected to Thy

- to its landscape, its community and the values that shaped us. Today, the company is led by the next generation, cousins Martin and Mikael Søgaard, who carry forward the family's commitment to quality, responsibility, and long-term thinking. Our identity as the **Ideal'ists from Thy** is grounded in the same values that define our community: teamwork, pride and genuine craftsmanship.

95% of Idealcombi's jobs remain in Denmark, and we are committed to retaining them here. This means we continue to contribute to a strong Danish manufacturing base, helping to create local jobs, apprenticeships and tax revenue that support Denmark and the Thy region.

### Innovation and Quality with a Sustainability Mindset

At Idealcombi we design and manufacture windows and doors in wood and aluminium combinations with **Idealcore™**, a rigid PUR-foam insulating core - a unique solution that enhances energy efficiency and reinforces durability through its carefully engineered construction.

Idealcombi's six product series are all developed with the same focus: to deliver outstanding performance, functionality and a long service life. Our products are delivered using our own modern truck fleet, which we continuously update to meet the latest environmental standards. Managing logistics ourselves, we can ensure reliable delivery.

We are constantly working to reduce our environmental footprint through smarter processes, improved resource efficiency and more recycling. Our ambition is to cut CO<sub>2</sub> emissions across the entire value chain, from raw materials to end-of-life product treatment, while strengthening circularity in design and material use.

### Social Responsibility- Locally and Globally

For Idealcombi, social responsibility is not just a reasonable expectation - it is part of who we are. We focus on well-being, safety, and professional growth for all employees. We invest in apprentices and trainees to preserve and develop Danish craftsmanship and technical expertise, and we take pride in being an active part of the local community, supporting initiatives across Thy.

Our responsibility also extends beyond Denmark's borders. We respect international human rights, promote equal opportunities, and engage with our

partners to promote high ethical and environmental standards throughout the value chain. Our value chain should reflect the integrity that defines Idealcombi.

### Responsible Leadership and a Clear Direction for the Future

We believe that responsible growth is built on transparency and sound governance. Our ESG efforts are anchored in management and integrated into our business strategy, and we work systematically to document and improve our performance within environmental, social and governance areas.

All business decisions are made with respect for ethics, legislation and transparency. We value dialogue with our stakeholders, and we aim to inspire the industry through our actions.

For us, sustainability is about people, values and direction. We want to create impact that reaches beyond our company and to be a driving force in building a greener, more responsible construction industry.

### Our ambition is clear: Idealcombi as role model for more sustainable window production - in Denmark and beyond.



## Letter from Management

Dear stakeholder

We are pleased to present Idealcombi's new and updated ESG report covering financial year 2024/2025. Although we have reported on our sustainability initiatives for many years, this is our first report prepared in accordance with the VSME standard, a voluntary standard for sustainability reporting recommended by the European Commission. We see this as an important milestone that improves the structure of our reporting and makes it easier for our stakeholders to identify relevant ESG information, while also preparing us for future reporting requirements. Our intention with the report is, as always, to report transparently on our ESG initiatives and results, giving stakeholders such as customers, suppliers, employees and our local communities a clear view of our efforts in this field.

Idealcombi took a strategic step forward in our sustainability work for 2024/2025, as we completed an updated materiality assessment mapping for our positive and negative impacts on people and nature. The process has strengthened our internal collaboration around sustainability, and the outcome has helped us identify the issues that matter most for Idealcombi's social, environmental and governance footprint. Building on these insights, we have developed a Strategic Roadmap for sustainability that defines our priority areas, and we have started to set measurable targets for future progress. The roadmap is described in the section 'Strategy: Business Model and Sustainability-Related Initiatives', and will guide our ESG work towards 2030.

Creating a fair, safe and inclusive working environment remains a top priority for Idealcombi. One example is that 87% of our employees are covered by collective agreements, which we see as a marker of orderly employment. As for safety, we have

been ISO 45001-certified since 2022, we invest heavily in training, and we involve employees closely in improving working conditions. This focus pays off, and again this year we achieved better safety performance than the sector average, as detailed in the 'Health and safety' section.

We believe that a reasonable gender balance creates the best workplace, and we are pleased that 31% of our employees are women - a higher share than in the wider industry. Still, we recognise that there is more to do, especially in increasing the share of women in leadership positions. This is a priority for us for the coming years, and is part of our effort to also narrow the gender pay gap we see today.

On the environmental side, 2024/25 brought encouraging progress. We strengthened our commitment to transparency and accountability by publishing four product-specific Environmental Product Declarations (EPDs), meeting the growing demand in our industry for robust documentation of environmental performance. Reducing carbon emissions remains an important priority for both society and Idealcombi, and we have calculated our Corporate Carbon Footprint since 2021/22. Tracking carbon emissions allows us to understand our impact, take targeted action and continuously reduce our emissions. We are proud to report that our efforts have led to year-over-year reductions in carbon emissions, as described in the section on 'GHG Reduction Targets and Climate Transition'.

We hope you will enjoy reading our new ESG Report. Thank you for joining us on this journey.

Owner

Owner



## Basis for Preparation (B1)

This report follows the European Commission's VSME standard and includes both the Basic and Comprehensive Modules. The report has been prepared on a consolidated basis to cover both mother company Idealcombi A/S and subsidiary Idealcombi UK Ltd. Both Idealcombi A/S and Idealcombi UK Ltd. are public limited companies.

Legal forms	Danish mother company Idealcombi A/S: Public limited company
	Subsidiary of United Kingdom: Idealcombi UK Ltd: Public limited company
NACE sector classification code	C 16.23 – Manufacture of other builders' carpentry and joinery
Size of the balance sheet (in DKK)	391.146.835
Turnover (in DKK)	534.672.973
Number of employees (FTE)	417

Table 1. Basic information

NACE sector classification code, basic financial information and number of employees can be found in Table 1, and location data relating to our significant assets is presented in Table 2. Throughout the report, numbers are shown in the continental European format, using a comma (,) as the decimal separator, and material quantities are given in metric tonnes or kilograms, as appropriate.

Location	Address	Postal code	Town/city	Country	Geolocation
Headquarters and manufacturing site	Nørre Allé 51	7760	Hurup	Denmark	56°44'45"N 8°26'09"E
Manufacturing site	Nørre Allé 41	7760	Hurup	Denmark	56°44'50"N 8°25'57"E
Sales Office	Tilst Søndervej 104	8381	Tilst	Denmark	56°11'00"N 10°06'40"E
Sales Office	Arnold Nielsens Boulevard 134	2650	Hvidovre	Denmark	55°38'10"N 12°28'02"E
Subsidiary	Chancery Pavilion Boycott Avenue	MK6 2TA	Oldbrook, Milton Keynes	United Kingdom	52°02'03"N 0°45'34"W

Table 2. Location and geolocation of significant assets and facilities

## Practices, Policies and Future Initiatives (B2)

The building sector plays a critical role in shaping a sustainable future. As a manufacturer in this resource-intensive sector, we have an important role to play in Idealcombi, and we have prioritized ESG for many years. Beyond compliance with Danish and EU regulation, we have implemented internationally recognised management systems such as ISO 9001 Quality Management, 14001 Environmental Management and ISO 45001 Occupational Health and Safety Management. These management systems have been in place since 1996, 2014 and 2022 respectively, and ensure that Idealcombi works systematically with monitoring and continuous im-

provement of our product quality, environmental performance and health and safety performance.

Idealcombi's windows and doors are part of the voluntary Danish Energy Labelling Scheme for Windows and they are tested according to the Danish Indoor Climate Labelling Standard. Furthermore, our pinewood is FSC® Mix, which means it is from FSC®-certified forests and other controlled sources. Please see Table 3 for a list of these sustainability-related certifications and labels.



Sustainability-related certifications and labels	Brief description	Certificate number or licence code	Valid until
ISO 9001:2015	ISO 9001 is a globally recognised standard for quality management. Its requirements define how to establish, implement, maintain and continually improve a Quality Management System (QMS).  Implementing ISO 9001 means the organisation has put in place effective processes and trained staff to deliver products and services of consistently high standard.	FC-9001-14840-1	31-05-2026
ISO 14001:2015	Internationally recognised standard for Environmental Management Systems. It provides a framework for organisations to design and implement an Environmental Management System and continually improve environmental performance.	FC-14001-18059-1	15-06-2026
ISO 45001:2018	International standard that specifies requirements for an Occupational Health and Safety (OH&S) Management System. It provides a framework for organisations to manage risks and improve OH&S performance.	FC-45001-19861-1	23-12-2025*
FSC® Chain of Custody Certificate	The Forest Stewardship Council® is an international nongovernmental organisation that promotes environmentally appropriate, socially beneficial and economically viable management of the world's forests.  A Chain of Custody Certification is how the Forest Stewardship Council® (FSC®) verifies that forest-based materials produced according to the rigorous standards of the FSC® are credibly used along the product's path from the forest to becoming finished goods.	FSC-C108592	24-11-2026
Danish Energy Labelling Scheme for Windows	The labelling enables identification of energy-efficient windows. Established in a collaboration between the Danish Energy Agency and The Association of Danish Window Manufacturers.	n/a	01-03-2027
Danish Indoor Climate Labelling	A product holding an Indoor Climate Label has been subjected to extensive testing, resulting in documentation for the release of chemical compounds to the indoor air along with documentation of an acceptable sensory perception of the product.	n/a	09-03-2026

Table 3. Sustainability-related certifications and labels

\*Currently awaiting updated certificate after re-audit in October 2025

In addition to the certifications and management systems we have implemented in Idealcombi, we have defined policies and adopted practices that support responsible business conduct and a strong social and environmental performance. We have also specified ESG-related goals and ongoing commitments. All these elements work in tandem to

ensure we continue to contribute to the greening of our sector. A short overview of the areas that are covered by existing policies or where objectives and future initiatives have been defined is presented in Table 4. An expanded version of this table is presented in Table 6.

Area	Specific policies and initiatives	Publicly available policy	Objectives or future initiatives defined
Climate change	Yes	Yes	Yes
Pollution	Yes	No	Yes
Water resources	Yes	No	No
Biodiversity	Yes	No	Yes
Circular economy	Yes	No	Yes
Own workforce	Yes	No	Yes
Workers in value chain	Yes	No	Yes
Affected communities	No	n/a	n/a
End-users	Yes	No	Yes
Corporate governance	Yes	No	Yes

Table 4. ESG areas addressed in existing policies and in commitments for the future

## Strategy:

### Business Model and Sustainability-Related Initiatives (C1)

Idealcombi designs, manufactures and sells windows and doors, mostly for the B2B market.

While our primary markets are Denmark and the UK, we also supply customers in Iceland, Ireland, Norway, the Faroe Islands and Greenland. Most of our sales are business-to-business, with a smaller share in the UK sold directly to private customers.

For domestic sales in Denmark, products are delivered using our own fleet of trucks, while distribution to other markets is managed through our logistics partner or handled by the customers themselves.

Idealcombi works with 145 significant tier-1 suppliers that account for more than 97% of our purchases. These suppliers operate across the following sectors:

- Timber processing
- Glass manufacturing
- Metal components and hardware manufacturing
- PUR precursor production
- Insulated panel manufacturing
- Rubber and plastics manufacturing
- Adhesives and surface treatment production
- Energy and utilities
- Transport and logistics services
- Other professional services



Figure 1. Geographical distribution of significant suppliers

Idealcombi has a long history of focusing on resource-efficient manufacturing as a way to reduce our environmental footprint, and a history of ensuring a safe and attractive working environment for our employees. A few years back, we strengthened our sustainability focus and used the UN Sustainable Development Goals (SDGs) to guide our efforts. As our work has matured, we have transitioned to a materiality-driven approach.

The earlier materiality assessments focused on identifying the sustainability themes most relevant to our business and to key stakeholders. This provided a clear overview of where our Activity interests overlapped with topics that mattered most to customers and other business partners.

In our most recent assessment, in 2024/25, we took an important step forward by examining Idealcombi's actual and potential impacts - both positive and negative - across a broad set of areas. The assessment was guided by the topics defined under the CSRD and its European Sustainability Reporting Standards (ESRS), and examples of areas considered include climate change, pollution, water and resource use, biodiversity, working conditions and responsible business conduct.

Current Commitments	
Environmental	Delivering quality products with long service lives
	Resource-efficient manufacturing that limits environmental impact
Social	Fostering an attractive and safe workplace where diversity is valued
	Securing Danish jobs and sourcing primarily from EU/EEA suppliers
Governance	Embed Idealcombi's core values, vision and mission in our daily work
Future Objectives	
Environmental	Reduce carbon emissions across all scopes (1, 2 and 3)
	Designing products for a circular economy
	Establish a PUR recycling unit
Social	Clarify career progression paths for all employees
	Develop and implement policies to ensure equal pay for all workers and increase the share of women in management roles
	Support employee engagement in sustainability initiatives
Governance	Enhance supply chain transparency

Table 5. Highlights of Strategic Roadmap for Sustainability

Each impact was evaluated in terms of its potential severity, likelihood and, for some issues, its financial consequences. This assessment helped us clarify the environmental, social, and governance areas where we can make the most meaningful positive impact. We have subsequently developed a Strategic Roadmap for Sustainability that outlines our ongoing commitments and future objectives in these areas.

These commitments and objectives are presented in short in Table 5. Idealcombi will monitor progress on these commitments in the coming years to ensure the defined objectives are achieved.

## Description of Practices, Policies and Future Initiatives (C2)

The commitments and objectives of the Strategic Roadmap for Sustainability have been placed under the ESG areas and shown together with the practices, policies and initiatives that support each commitment or objective in Table 6. The table also notes where no supporting measure currently exists.

Area	Existing practices, policies and initiatives	Future initiatives or objectives
Climate change	<ul style="list-style-type: none"> <li>- Calculated Corporate Carbon Footprint since financial year 2021/22. Focus on emission reductions in subsequent years.</li> <li>- EPDs available for our product lines since 2024.</li> <li>- Environment and Energy policy.</li> </ul>	<ul style="list-style-type: none"> <li>- Objective of reducing carbon emissions further across all scopes (1, 2 and 3).</li> <li>- Specific carbon reduction targets to be defined in 2026.</li> </ul>
Pollution	<ul style="list-style-type: none"> <li>- Resource-efficient manufacturing that limits environmental impact, including using water-based paints and lacquers and bio-based top coat.</li> <li>- Environment and Energy policy.</li> </ul>	<ul style="list-style-type: none"> <li>- Committed to maintaining resource-efficient production with minimal waste, effluents and emissions.</li> <li>- Goal of establishing a PUR recycling unit for our production waste.</li> </ul>
Biodiversity	<ul style="list-style-type: none"> <li>- Life Cycle Perspective Policy ensures pinewood timber for our windows and doors is sourced from responsibly managed, FSC-certified forests and other controlled sources.</li> </ul>	<ul style="list-style-type: none"> <li>- Committed to continue to source certified pinewood timber from well-managed forests and other controlled sources.</li> <li>- Goal of establishing a natural wildflower habitat during 2026.</li> </ul>
Water resources	<ul style="list-style-type: none"> <li>- Resource-efficient manufacturing that limits environmental impact.</li> <li>- No specific policy on water and marine resources.</li> </ul>	<ul style="list-style-type: none"> <li>- Committed to maintain resource-efficient production with minimal waste, effluents and emissions</li> </ul>
Circular economy	<ul style="list-style-type: none"> <li>- Deliver quality products with long service lives.</li> <li>- Use of recycled aluminium in our products.</li> <li>- Faulty glazing units are returned to our supplier.</li> <li>- Sourcing primarily from EU/EEA suppliers to minimize transportation.</li> <li>- Life Cycle Perspective Policy that outlines the key principles of resource efficiency and recycling.</li> </ul>	<ul style="list-style-type: none"> <li>- Committed to continue to deliver quality products with long service lives.</li> <li>- Objective of creating a Circular Design Guide by 2026 to steer product updates and new products toward circularity.</li> </ul>
Own workforce	<ul style="list-style-type: none"> <li>- Maintain Danish and UK employment across diverse functions, including development, production, logistics, administration and sales.</li> <li>- Foster an attractive and safe workplace where diversity is valued.</li> <li>- Involve employees in the development of their work environment and hosting regular works council meetings.</li> <li>- Many supporting policies in place, for example on Health and Safety, Offensive Behaviour, Maternity Leave and Seniors.</li> </ul>	<ul style="list-style-type: none"> <li>- Commitment to continue current practices.</li> <li>- Objective of clarifying career progression paths for all employees.</li> <li>- Objective of developing a policy by end of 2025 to increase the proportion of women in management.</li> <li>- Objective of adopting a policy on equal pay for all employees.</li> <li>- Objective of strengthening employee engagement in sustainability in 2025 by communicating the positive impacts of selected projects across the organisation.</li> </ul>
Workers in value chain	<ul style="list-style-type: none"> <li>- Evaluate suppliers regularly, including their efforts to ensure employee safety and well-being.</li> <li>- Provide product training to downstream business partners.</li> </ul>	<ul style="list-style-type: none"> <li>- Objective of more frequent supplier assessments from 2025 and onwards.</li> </ul>

Affected communities	<ul style="list-style-type: none"> <li>- Engage with local community around headquarters.</li> </ul>	<ul style="list-style-type: none"> <li>- Commitment to continue current practices.</li> </ul>
End-users	<ul style="list-style-type: none"> <li>- Provide information regarding proper installation, maintenance and repairs of our windows and doors, mainly on our website and in printed materials delivered with the purchased products.</li> </ul>	<ul style="list-style-type: none"> <li>- Commitment to continue to provide useful product information to our B2B customers, professional and private end-users to ensure a long service life of windows and doors.</li> <li>- Moving forward, we will also be sharing ESG information via yearly ESG reports and Corporate Carbon Footprint reports.</li> </ul>
Corporate governance	<ul style="list-style-type: none"> <li>- Recently incorporated practices to strengthen the integration of our corporate values in the daily work.</li> <li>- Close supplier dialogue to map out tier-2 suppliers and beyond in supply chains of high importance.</li> </ul>	<ul style="list-style-type: none"> <li>- Commitment to continue current practices relating to corporate values, mission and vision.</li> <li>- Objective of implementing a new Supplier Code of Conduct by 2026.</li> <li>- Objective of attaining higher supply chain transparency.</li> </ul>

Table 6. Sustainability-related practices, policies, initiatives and objectives

Implementation of current and future initiatives across the areas covered in (Table 6) are overseen by top management in Idealcombi. Top management is the organisational level just below the Board of Directors.

The current practices and policies as well as future initiatives outlined in (Table 6) are elaborated upon in subsequent sections of this report. For instance, the points relating to climate change are

described in more detail in the "Climate Change" section that follows, and disclosures relating to our own workforce are found in the sections "General Characteristics" sector, "Health and safety", "Remuneration, Collective Bargaining and Training" and "Human Rights Policies and Processes". Please refer to the Table of Contents or the List of Tables or Figures for an overview of where detailed disclosures are presented and discussed.



# ENVIRONMENT

## Climate change

Since 2021/22, we have calculated our Corporate Carbon Footprint annually, and used it to identify areas of potential improvement. As it is typical for manufacturing companies, most of our emissions relate to scope 3, which covers the upstream and downstream value chain. However, there are also significant emissions related to scope 1 and 2,

which cover Idealcombi's part of the value chain, for instance from the combustion of fuels and the use of electricity.



### Energy Consumption, Greenhouse Gas Emissions and GHG Intensity (B3)

Energy usage contributes to greenhouse gas (GHG) emissions and is a part of our carbon footprint. We provide a breakdown of the various types of energy usage at Idealcombi, such as electricity, fuels and heating in Table 7.

Year 2024/25	Renewable (MWh)	Non-renewable (MWh)	Total (MWh)
Fuels for heating, biomass	5 297	0	5 297
Electricity for production and offices	4 970	75	5 045
District heating	623	12	635
Electricity for heating	297	3	300
Electricity for transport	0	39	39
Fuels for heating, natural gas*	0	150	150
Fuels for transport, diesel and gasoline*	0	1 887	1 887
<b>Total</b>	<b>11 187</b>	<b>2 165</b>	<b>13 352</b>

Table 7. Energy consumption

\* Conversion factors from DEA applied (Danish Energy Agency, 2025)

Idealcombi started purchasing Guarantees of Origin (GOs) in September 2024. The GOs assure that all of the electricity used in Denmark comes from renewable resources. Therefore, for July and August, the distribution on renewable and non-renewable sources for electricity in Table 7 is based on the

energy mix of the municipalities where our Danish sites are located. From September and onwards it is based on 100% renewable energy. The distribution for the electricity usage at our UK site is based on the energy mix of the local energy supplier in Milton Keynes.

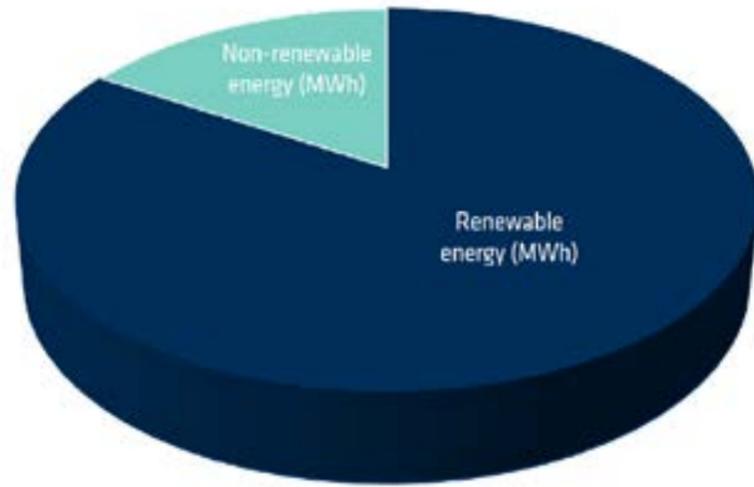


Figure 2. Renewable and non-renewable energy usage

A large portion of the energy used by Idealcombi comes from renewable sources, including both electricity and heating fuels as illustrated in Figure 2. In contrast, fossil fuels used for transport repre-

sent the main source of non-renewable energy. In 2024/25, a total of 84% of the energy used by Idealcombi came from renewable sources.



**Greening of the Electricity Supply in Hurup**

Typically, around 99% of Idealcombi’s total electricity consumption occurs at our manufacturing facility in Hurup, part of Thisted Municipality. Electricity production in the municipality has undergone a significant greening over the years, and since 2022 has been based on at least 77% local renewable energy (Energinet, n.d.). This is good news for our location-based carbon emissions numbers.

To further increase the share of renewable energy at Idealcombi, an accumulation tank was installed in financial year 2022/23. The tank is connected to our heating system and allows us to store hot water. This gives us the flexibility to use electricity for heating during times of the day where the renewable energy production in the local grid is high. As a result, almost 93% of the electricity used in our production in 2024/25 came from renewable sources, based on the local grid-averages. The high share of renewable energy is reflected in our location-based accounting for scope 2 in Table 8.

From September 2024, we purchased Guarantees of Origin (GOs) for all electricity consumed in Denmark. This initiative is reflected in our market-based accounting for scope 2, also found in Table 8. By purchasing the GOs, Idealcombi aims to support and accelerate the transition toward 100% renewable energy in Denmark.

Scopes and categories	Location-based method for scope 2 and scope 3 category 3 (tonnes CO <sub>2</sub> e)	Market-based method for scope 2 and scope 3 category 3 (tonnes CO <sub>2</sub> e)
Scope 1: Direct emissions from operations	542	542
Scope 2: Indirect emissions from purchased electricity and district heating	215	441
<b>Upstream scope 3 emissions</b>		
Category 1: Purchased goods and services	15 540	15 540
Category 2: Capital goods	61	61
Category 3: Fuel- and energy-related activities	885	750
Category 4: Upstream transportation and distribution	1 208	1 208
Category 5: Waste generated in operations	31	31
Category 6: Business travel	16	16
Category 7: Employee commuting	347	347
<b>Downstream scope 3 emissions</b>		
Category 9: Downstream transportation and distribution	266	266
Category 12: End-of-life treatment of sold products	178	178
Category 13: Downstream leased assets	2	2
<b>Total*</b>	<b>19 291</b>	<b>19 382</b>

Table 8. Emissions overview

\*Totals deviate from summed subtotals due to rounding

Location-based accounting of the carbon emissions from purchased electricity and district heating uses the average emission factor of the local electricity grid, for instance of Thisted Municipality for our production facilities.

Market-based accounting reflects the carbon emissions related to the specific electricity products Idealcombi procures. For example, Idealcombi pays a price premium to procure 100% renewable energy for our production facilities, which is documented through Guarantees of Origin (GOs).

The CO<sub>2</sub>e-intensity per million Danish krone of turnover provides a key figure that allows us to compare CO<sub>2</sub>-performance from one year to the next. The CO<sub>2</sub>e-intensity for 2024/25, taking only scopes 1 and 2 into account, has been calculated based on both the location-based and the market-based methods:

CO<sub>2</sub>e-intensity for scopes 1 and 2, location-based method: 1,4 tonnes CO<sub>2</sub>e/mDKK

CO<sub>2</sub>e-intensity for scopes 1 and 2, market-based method: 1,8 tonnes CO<sub>2</sub>e/mDKK

**Smarter Heating, Smaller Footprint**

In financial year 2024/25, we reduced energy consumption for heating by 9%. Key measures included lowering facility temperatures outside business hours, with the result further supported by milder average weather conditions compared to the year before.

**GHG Reduction Targets and Climate Transition (C3)**

As described earlier, Idealcombi has been working to reduce carbon emissions for many years by ensuring high energy efficiency in our manufacturing facilities. In 2023/24 we expanded our efforts to include Corporate Carbon Footprint calculations, allowing us to track our carbon emissions year-on-year since the base year 2021/22.

Figure 3 illustrates the development of our carbon emissions since the base year. A reduced Activity level plays an important role in the downward trend of the yearly emissions. However, specific actions, such as sourcing aluminium profiles with recycled

content, upgrading our truck fleet to the latest Euro standards and purchasing renewable electricity (documented through Guarantees of Origin) have also contributed to lowering emissions.

An ongoing effort to improve data quality, especially for our primary materials, has also been important. We have successfully engaged in dialogue with key suppliers and have acquired product-specific EPDs and industry EPDs to cover most of our primary materials. This has resulted in more precise GHG inventories year-on-year.

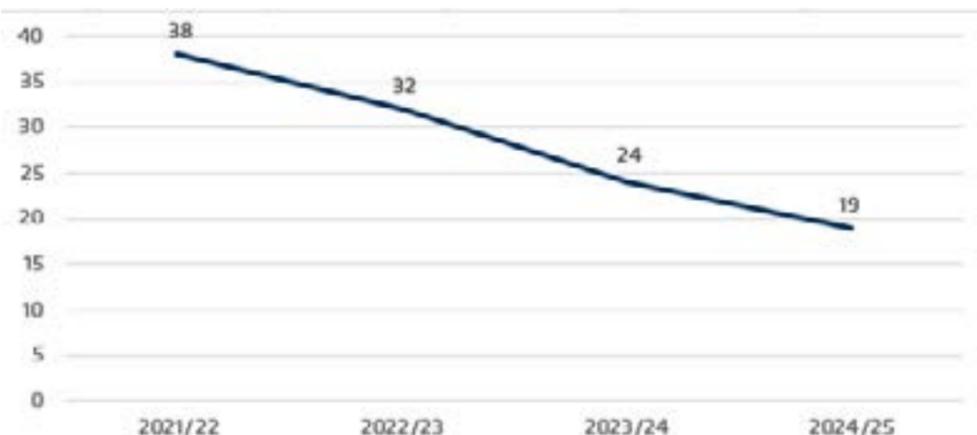


Figure 3. Reductions in GHG emissions over time. Numbers are in 1000 tonnes CO<sub>2</sub>e and calculated via the market-based method

As a new initiative, Idealcombi has started replacing fossil-fuel company cars with electric vehicles and will continue this transition in the coming years to include sales cars and service vans. This shift helps reduce emissions from personnel transportation. While we have limited influence over how employees commute, it is encouraging to see that more and more colleagues are also choosing electric cars for their daily travel.

The corporate footprint calculations are supplemented by our proprietary LCA-tool, which sup-

ports the creation of EPDs. The first four product-specific EPDs were issued in December 2024. The EPDs enable both us and our customers to understand the environmental footprint of each product line and offer more detailed, product-level information than Carbon Footprint Reports to guide our carbon reduction efforts. Both the EPDs and Carbon Footprint Reports are available on our website, and the relevant links can be found in the ‘Supplementary Materials’ section at the end of this report.



Figure 4. Documentation of environmental footprint via EPDs.

To ensure continued focus on reducing carbon emissions, this key objective has been incorporated into our Strategic Roadmap for Sustainability (see Table 5). As part of this commitment, Idealcombi will define specific carbon reduction targets during 2026.

**Climate Risks (C4)**

In 2024/25, we concluded a climate scenario analysis at Idealcombi. The analysis was carried out as part of a broader materiality assessment and was guided by resources from the Corporate Sustainability Reporting Directive (CSRD) and the Taskforce on Climate-related Financial Disclosure (TCFD). The purpose was to understand any climate-related risks that could affect Idealcombi or our value chain in the future. The climate scenario analysis considered transition risks and opportunities, as well as physical risks and opportunities, in relation to Idealcombi’s business model, assets and value chain.

Transition risks and opportunities were assessed against a scenario that assumes fulfilment of

the Paris Agreement, namely the IPCC’s SSP1-2.6 ‘Sustainable Development’ scenario. In other words, we evaluated how a successful global transition to a low-carbon economy in the near future could present both risks and opportunities, for instance in relation to market, legal and technological changes.

Physical risks and opportunities, on the other hand, were assessed against a scenario in which the economy remains carbon-intensive and the global average temperature continues to rise, corresponding to the IPCC SSP5-8.5 ‘Business-as-usual’ scenario.

Risks and opportunities were categorised according to the affected part of the value chain (upstream value chain, Idealcombi, downstream value chain) and the time horizon for the potential materialisation of the individual risks and opportunities (0–10 years, 11–20 years, 20+ years). The identified top risks and opportunities, based on likelihood and financial impact, are listed in Table 9.

Type	Description	affected parts of Value chain	Time horizon for expected impacts
Transition risk	Increasing the share of renewable energy, green fuels and electrification plus implementing low-carbon technologies and circular solutions will require investments	Idealcombi and upstream value chain	0–10 years
Transition opportunity	Development of new products that support a circular economy	Idealcombi and upstream value chain	0–10 years
Transition opportunity	Adoption of low-carbon solutions provided by suppliers	Upstream value chain	0–10 years
Transition opportunity	Co-creation of take-back systems and other sustainable solutions together with customers	Idealcombi and downstream value chain	0–10 years
Chronic physical risk	Timber production and quality could be negatively affected by heat stress, changing precipitation patterns, higher pest pressure etc.	Idealcombi and upstream value chain	0–10 years
Acute physical risk	More prolonged heat waves could necessitate investment in air conditioning systems locally	Idealcombi	0–10 years

Table 9. Most material climate risks and opportunities

No climate change adaptations have been deemed relevant at this time. However, the identified climate-related risks and opportunities underline the importance for Idealcombi of remaining vigilant in monitoring market, legal and technological developments in the coming years, as well as systematically reducing carbon emissions across our value chain and own operations.

To address this, the most significant risks and opportunities have been embedded in our Strategic Roadmap for Sustainability, as reflected in our commitments to ‘Designing products for a circular economy,’ maintaining ‘Resource-efficient manufacturing that limits environmental impact,’ and actively working to ‘Reduce carbon emissions’. Please refer to Table 5 for a short version of the Strategic Roadmap for Sustainability.

## Pollution of Air, Water and Soil (B4)

Idealcombi is not required to report on pollution to Danish authorities. Instead, we provide measurements of air emissions from our wood-fired boiler and wastewater effluents from our paint shops, if and when the authorities request documentation to verify that emissions and effluents are within the required limit values.

As described earlier, Idealcombi continuously works to ensure resource-efficient manufacturing processes that minimise environmental impacts such as pollution. This commitment is outlined in our

Environment and Energy Policy as well as in our Strategic Roadmap for Sustainability.

A recent initiative in this area involves transitioning from fossil-based top coats to coatings based on organic materials. This shift has resulted in paints with reduced carbon emissions, without compromising product quality.

## Biodiversity (B5)

### FSC®-certified Pinewood

Since sustainable forestry is essential for protecting forest biodiversity and maintaining the forests’ capacity to capture and store carbon, we source pinewood from responsibly managed forests and other controlled sources for our windows and doors, as reflected in our Life Cycle Perspective Policy.

The Forest Stewardship Council® (FSC®) is an international non-profit organisation that develops standards for responsible forest management. FSC certification covers both forest management practices and the chain of custody, which ensures that certified timber is tracked through the supply chain from forest to final product.

FSC Controlled Wood mitigates the risk of forest products originating from unacceptable sources. FSC Controlled Wood requirements prohibit and are designed to avoid: illegally harvested wood, wood harvested in violation of traditional and human rights, wood from forests with threatened high conservation values, wood from forests with genetically modified trees and wood from forests converted to plantations or non-forest uses. For more information on FSC Controlled Wood, please see the link in the ‘Supplementary Materials’ section.

### Biodiversity-Sensitive areas

None of our sites in Denmark or the UK are near biodiversity-sensitive areas. The distribution of land use across all our sites is shown in Table 10.

Types of land use	2023/24 Area in hectares	2024/25 Area in hectares	Change from previous year
Total land use	18,2	18,2	No change
Total sealed area	13,3	13,3	No change
Total nature-oriented area on sites	0,7	0,7	No change
Total nature-oriented area off sites	0	0	No change

Table 10. Land use across all sites, owned and leased

Most of our land use is currently sealed areas such as buildings, roads and parking lots, supplemented by cultivated green spaces with grass and trees. At our main site in Hurup, Denmark, we also have a nature-oriented area of 0,7 hectares that has remained untouched for more than 15 years, allowing nature to take over and provide a small but valuable refuge for insects, birds and other small wildlife.

To further support local biodiversity, Idealcombi will convert a maintained grass area in Hurup

into a natural wildflower habitat during 2026. This initiative brings biodiversity benefits to one of the communities where Idealcombi is based and complements our broader biodiversity commitments, such as sourcing certified pinewood timber from Northern Europe. We also hope the wildflower area will offer a beautiful and tranquil view for employees, the broader community and visitors.

In addition, we plan to involve local school students, inviting them to observe and document

changes in biodiversity over time. In this way, we aim to nurture curiosity, strengthen young people's connection with nature and demonstrate how

local actions contribute to sustainability. We look forward to reporting on the results of this initiative in next year's ESG report.

## Water (B6)

At all Idealcombi's sites, there is water withdrawal for sanitation and domestic purposes such as toilets, handwashing, drinking water, coffee and tea. At our production facilities in Hurup, Denmark, we also use water for humidification of the production facilities in connection with wood processing and for cleaning in our paint shops. The water used for humidification evaporates, and this type of water use is denoted 'water consumption' in Table 11.

Water withdrawal	Year 2022/23	Year 2023/24	Year 2024/25
Total for all locations	9 547 m <sup>3</sup>	7 744 m <sup>3</sup>	7 892 m <sup>3</sup>
From locations in areas with water scarcity/ high water stress	0 m <sup>3</sup>	0 m <sup>3</sup>	0 m <sup>3</sup>
Water consumption			
Total for all locations	5 643 m <sup>3</sup>	4 605 m <sup>3</sup>	4 280 m <sup>3</sup>
From locations in areas with water scarcity/ high water stress	0 m <sup>3</sup>	0 m <sup>3</sup>	0 m <sup>3</sup>

Table 11. Water withdrawal and consumption across sites

World Resources Institute (WRI) data have been used to assess whether any water is withdrawn from areas of high water stress (World Resource Institute, n.d.). The assessment shows that none of our sites are located in such areas. On the contrary, all sites are classified as having low or low-to-medium water stress – the two lowest risk categories applied by the WRI. Our commitment to resource-efficient manufacturing nevertheless extends to the responsible use of water, regardless of the absence of water stress at Idealcombi's sites.

## Resource Use, Circular Economy and Waste Management (B7)

### Circular Economy Principles

Products that last is one of the most important elements of supporting a circular economy, and for Idealcombi it has always been a tenet to deliver quality products with long service lives. Careful waste sorting and waste recycling wherever possible have also been a natural part of our business for many years. For instance, faulty glazing units are returned to our supplier, where some types of glazing can be recycled in the manufacturing of new units. Our Life

Cycle Perspective Policy outlines the principles of resource efficiency and recycling that are adopted in our R&D and manufacturing department, and we have taken steps to incorporate recycled materials into our products, starting with recycled aluminium.

Local production and sourcing are other principles that support a circular economy, since this helps minimise environmental impacts relating to trans-

portation, and at Idealcombi we practice these principles via our Danish production setup and via sourcing predominantly from suppliers in EU/EEA. Moving forward we want to strengthen our focus on circularity, and therefore we are developing a

Circular Design Guide, which will be finalised in 2026. The Guide will inform and steer product updates and the design of new products towards greater circularity in the future.



### Key Materials

As a manufacturing company, Idealcombi uses raw materials and components to produce windows and doors. The most important materials used are specified in Table 12, which shows that Idealcombi's windows are primarily made from the materials: Glass, pinewood timber, aluminium profiles and **idealcore**™ insulation (PUR). These materials are supplemented by hardware, fittings and EPDM rubber.

Key materials	Mass-flow in 2024/25 (tonnes)
Glazing	4 015
Pinewood timber	3 173
Aluminium profiles	497
PUR precursors	516
Hardware/fittings	294
EPDM rubber	78

Table 12. Mass-flows for the most important materials

Each material plays a distinct role in the construction of Idealcombi's windows. The glazing unit is a key component in achieving a long service life, allowing daylight to enter while minimizing heat loss during cold weather. The multiple layers of glass make the glazing unit the heaviest parts of the window. Pinewood forms the structural core of the frame and sash, ensuring strength and stability.



Figure 5. Frame IC window construction

To protect the wood and support a long product lifetime, the exterior is clad with durable aluminium profiles. Between the wood and aluminium, a layer of **idealcore™** is applied. This PUR insulation works together with the glazing to reduce energy loss and improve thermal performance. It also acts as a buffer between the wood and external weather conditions, creating an effective thermal break that shields the wooden frame from cold and moisture, improving durability and indoor comfort.

ping prevent air and water ingress and contributing to overall thermal performance. Hardware and fittings complete the window, enabling functionality and security. Together, these materials create a window that combines strength, energy efficiency and long-lasting durability.

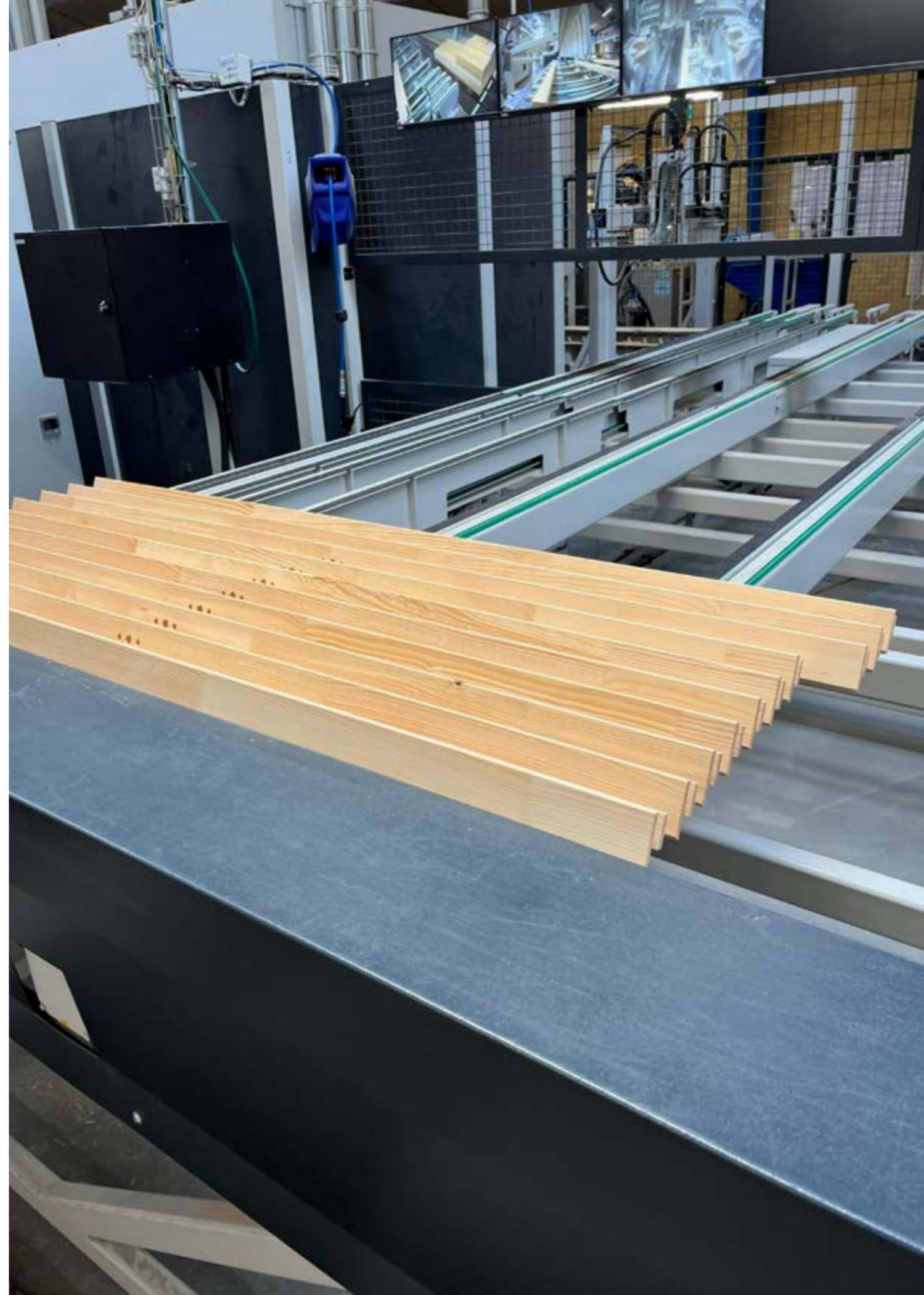
As mentioned earlier, the glazing unit of a window plays a key role in the weight of the finished product, as the overview of material intensity in Table 13 illustrates.

EPDM rubber is used for sealing and gaskets, hel-

Product Line	Glazing	kg/m <sup>2</sup> window*
Frame IC & Nation IC	Double glazed unit	28,8
	Triple glazed unit	36,2
Frame I & Nation I	Triple glazed unit	36,2
Futura+	Double glazed unit	30,1
	Triple glazed unit	38,3
Futura+i	Double glazed unit	31,2
	Triple glazed unit	39,1

Table 13. Material intensity across product lines

\*Intensity is based on EPDs issued in December 2024 and excludes waste, in accordance with EPD guidelines



# The road to the perfect solution

That'll do! never does it, at Idealconbi. We are always searching for the next idea that will evolve the window even further. To make the good even better. That is why we have always focused our efforts on the weakest point of the window the frame and the rebate.



## Frame rebate in wood

The first Ideal windows from 1973 were made entirely from pine wood.

### Pros:

- Simple production
- Natural material

### Cons:

- Risk of rot in the wet zone
- Needs continuous external painting & maintenance
- Needs regular painting of the frame rebate 1973 The Ideal Window



## The challenges

There are 4 main reasons why the frame and frame rebate is crucial for the life-span of a window:

### 1. Water

When the rain falls on the window the water will collect in the frame rebate. The same happens for water from condensation on both sides of the window. If the entire frame is made from wood water will, at some point, penetrate the paint and cause the wood to deteriorate and rot.

### 2. Cold weather

One of the most important functions of the window is to keep the cold weather out of your home and the heat in. This is where materials play a key part. Some combinations of materials can result in thermal bridges where heat is lost through the external

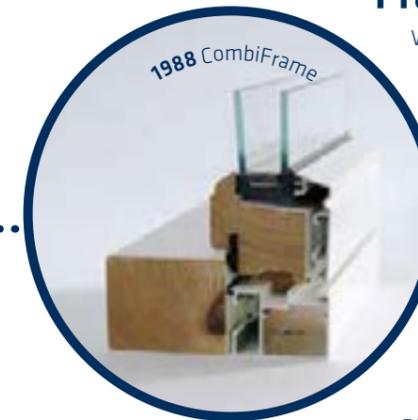
aluminium profiles causing low temperatures and condensation on the inside of the glass.

### 3. Dirt and bugs

In windy conditions dirt will be carried to the window and it usually ends up sitting in the frame rebate. At the same time bugs love to hide in drainage holes and cavities around the frame. Cobwebs, dirt and dead bugs will block the drainage holes and channels.

### 4. Replacement

Unlike the rest of the components in a window the frame cannot be replaced without performing major works.



## Frame rebate in aluminium

When we launched the original CombiFrame wood/alu window in 1988 it had a powder coated aluminium rebate similar to the external protective aluminium profile.

### Pros:

- Imperishable material in the wet zone
- Low maintenance
- No repainting
- Long life span
- Great total economy

### Cons:

- Thermal bridging from aluminium rebate to the internal timber frame
- Risk of internal condensation

## Composite rebate

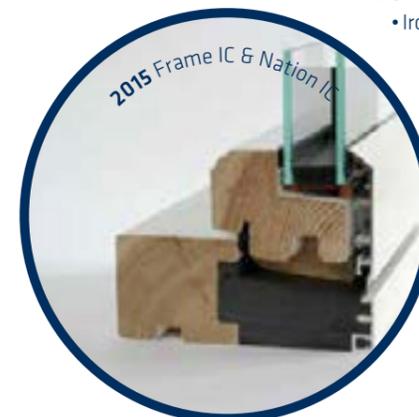
To combat the thermal challenges the next step was a composite solution with a thermal break of extruded plastic.

### Pros:

- Imperishable material in the wet zone
- Reduction of thermal bridging

### Cons:

- Drain holes can be blocked by dust and dirt.
- Ironmongery grooves makes cleaning harder.
- Sealant must be applied further back
- Risk of standing water in the wet zone



## Rebate in thermal PUR

With idealcore™ our research and development team has found the ideal solution.

### Pros:

- Imperishable material in the wet zone
- Solid
- Super insulating
- Smooth surface (easy cleaning)
  - No drainage holes & cavities to be blocked by bugs and dirt
  - 100% water- & moisture resistant
  - No maintenance of rebate
  - Longer lifespan



THE WINDOW OF  
THE FUTURE HAS

idealcore™

Lasts longer  
Insulates better

## Waste Management

At Idealcombi, we sort manufacturing waste and office waste into a number of waste types, also called waste fractions. The careful sorting and individual handling of the fractions allow for recycling of many of the waste materials, and energy recovery from the fractions that cannot be reused or recycled. Table 14 summarises the amount of each of the 13 current waste fractions at our Danish sites, as well as the share of each fraction that is diverted to recycling or reuse. The small amount of waste generated at our UK office is not included in the numbers.

Idealcombi's combustible waste and municipal solid waste is sent for energy recovery, and biodegradable waste is converted to bio-energy. Wood waste is sold and processed into wood pellets and firewood. The majority of glazing waste is returned to our supplier for recycling, and a large portion of aluminium waste is recycled. Other waste metals, other plastics, electronics, printer cartridges for office use and textile waste are all fully recycled.

Year 2024/25	Total generation of waste (tonnes)	Waste diverted to reuse or recycling (tonnes)
Non-hazardous waste		
Glazing	35	31
Wood	478	0
Aluminium	101	87
Other metals	51	51
PUR	193	0
Other plastics	3	3
Cardboard and paper	31	31
Combustible waste	222	0
Municipal solid waste (MSW)	9	0
Biodegradable waste	6	0
Electronics	1	1
Textile	<1	<1
Hazardous waste		
All types of hazardous waste	12	0

Table 14. Waste fractions from Danish sites

A small portion of our waste is classified as hazardous and includes hydraulic oils, cutting oils and lubricants, as well as coolants and antifreeze. Other hazardous wastes are oily wastewater, isocyanate residues, scrapped sealants and adhesives, paint and varnish waste, sludge from painting operations

and waste from printing inks used to mark components during production. All waste is handled by professional waste management companies, and hazardous waste is managed by specialised contractors in accordance with Danish law.

## SOCIAL

### Own workforce

#### General Characteristics (B8 + C5)

Our workforce is made up of blue-collar workers at our manufacturing facilities in Hurup and white-collar workers in the headquarters departments in Hurup, in sales offices in Hvidovre and Tilst and in our subsidiary Idealcombi UK Ltd, located in Milton Keynes in the United Kingdom.

Most of our staff are employed in Denmark, where Idealcombi's headquarters and manufacturing facilities are located, along with two of our sales offices. A smaller number of employees work at our British subsidiary, which focuses on sales, customer support and coordination of installation services. Details on the distribution of employees by country are presented in Table 15. Data in this table, as well as all other data concerning employee numbers and types, are calculated as Full Time Equivalent (FTEs) unless otherwise stated.

Country	Number of employees in 2024/25
Denmark	392
United Kingdom	25
Total number of employees	417

Table 15. Employees by country

As shown in Table 16, all Idealcombi employees are on open-ended contracts. This means the company does not employ temporary staff, self-employed individuals working exclusively for Idealcombi or agency workers.

Type of contract	Number of employees in 2024/25
Permanent employment	417
Temporary employment	0
Self-employed, exclusive	0
Temporary agency workers	0
<b>Total number of own employees</b>	<b>417</b>

Table 16. Types of contracts

For reference, the various contract types are defined in the following way:

- Permanent employees: Individuals employed directly by Idealcombi on open-ended contracts
- Temporary employees: Individuals employed directly by Idealcombi on fixed-term contracts
- Self-employed persons working exclusively for Idealcombi: Independent contractors without their own staff who work solely for our company
- Temporary agency workers: Individuals employed by an external staffing agency but working under our direction at Idealcombi

The woodworking and furniture industry has historically employed more men than women, and current figures confirm this imbalance: In Denmark around 24% of the workforce is female (Statistics Denmark, 2019). At Idealcombi, we believe that a more balanced gender distribution helps create a better working environment across all functions and organisational levels, and we have been successful in attracting and retaining female employees, who make up 31% of our staff.

The gender distribution aggregated across all parts and levels of the organisation is presented in absolute numbers in Table 17 and in percentages compared to the industry average in Figure 6.

Gender	Number of employees in 2024/25
Male	288
Female	129
<b>Total number of employees</b>	<b>417</b>

Table 17. Gender distribution of all employees



Figur 6. Gender distribution compared to industry average



We are pleased that women constitute a significant part of the workforce, but the share of women in management remains lower, and further progress is needed to achieve greater gender balance in leadership positions. The top management level refers to the tier below the Board of Directors, while the second management level comprises managers with personnel responsibility immediately below top management. The female-to-male ratio in these two levels is currently 0, and at the third management level the female-to-male ratio is 1:17, as shown in Table 18.

In accordance with § 139 c of the Danish Companies Act (Selskabsloven), Idealcombi will implement a policy to increase the representation of women at the two highest management levels. The policy will include concrete initiatives, career development programmes and recruitment principles designed to promote gender balance. In this manner, we will expand on our current objective of increasing the share of women in management roles by defining clear targets for female representation at each management level and integrating these into our Strategic Roadmap for Sustainability.

	Year 2024/25
Female-to-male ratio in top management	0
Female-to-male ratio in second management level	0
Female-to-male ratio in third management level	1:17

Table 18. Gender distribution in management

## From Production to Leadership - Birgittes Journey at Idealcombi

When Birgitte Fomsgaard Nielsen joined Idealcombi on 1 August 2002, as a production worker on the evening shift, she had no idea that, more than 20 years later, she would be on her way to becoming a female leader at the company. What began as a job adapted to family life has, over the years, turned into a journey of growth marked by courage, curiosity and a desire to take responsibility.

### Security and Community

After two and a half years, Birgitte switched to the day shift, so work would fit better along side family life. She points to the sense of security, the clear framework and her good colleagues as reasons why she has chosen to stay with Idealcombi for more than two decades: "It's a fantastic workplace where everything is well organised, and that creates a sense of security".

### First step towards Leadership

As a Team Coordinator, Birgitte first got a taste of leadership responsibilities. Here, she was supported and motivated by her manager, Finn Tilsted, who, through developmental dialogues and by involving her in new tasks, gave her confidence and motivation to try something more.

### Taking the Leap as a Production Manager Trainee

When the opportunity arose, Birgitte accepted the position as a Production Manager Trainee, fully aware that stepping into a new role would be a challenge. She describes the decision as a "make-or-break" moment, but she was ready for more. It was especially the experience of being challenged that drew her toward leadership. An important support along the way has been the structured training plan for trainees, where she always knew what the next step would be and where she received on-going evaluations. This provided her with both security and room to grow into the role.

### Strengths, Challenges, and Reflection

Birgitte highlights her ability to see and understand people as a key strength in her leadership role. She draws parallels to being a mother, where one must both show care and be able to set boundaries.

But the journey has also come with challenges. The hardest part was leaving the role of Team Coordinator behind and finding her place within a new circle of colleagues - now standing closest with the group of Production Managers instead of those on the line. Changing department at the same time, however, made the transition easier and gave her a solid foundation for stepping into leadership.

Looking back, Birgitte has no doubt that the timing of her training as a Production Manager Trainee was just right. Family life made room for it, and her many years of experience in production gave her a strong foundation. This very combination of life experience, professional insight and human understanding is, in her view, one of the keys to succeeding.

### Advice for Other Women

Birgitte hopes to inspire other women who are considering a leadership path in a male-dominated industry. Her message is clear: "If you want to become a leader in production, or anywhere else, then go for it. The rest will come along the way."



Idealcombi strives to create the best working conditions possible for our employees.

For example, blue-collar workers are ensured influence on their immediate work environment via stand-up meetings, and management hosts regular works councils, where employee representatives from across the organisation can voice concerns, share ideas and engage in dialogue with management.

On the social front, all employees can participate in the Staff Association (Personaleforeningen) where employees, and occasionally their families, can socialise. We also ensure that our trainees and apprentices feel welcomed and part of the Idealcombi community, for instance through a Summer Expedition and a Christmas Party.

The overall employee turnover rate is calculated based on headcount rather than FTE, including everyone that has done work for Idealcombi during 2024/25.

Overall employee turnover rate for 2024/25: 23,7%

This rate reflects seasonal fluctuations in our workforce. Idealcombi continues to focus on employee engagement and recognition to ensure that our core staff remains motivated and committed.

The long tenure among our core employees highlights this commitment. For instance, in 2024/25, we celebrated numerous employee anniversaries, reflecting strong loyalty and satisfaction across the organisation:

- 10-year anniversary: 11 employees
- 25-year anniversary: 5 employees
- 40-year anniversary: 3 employees

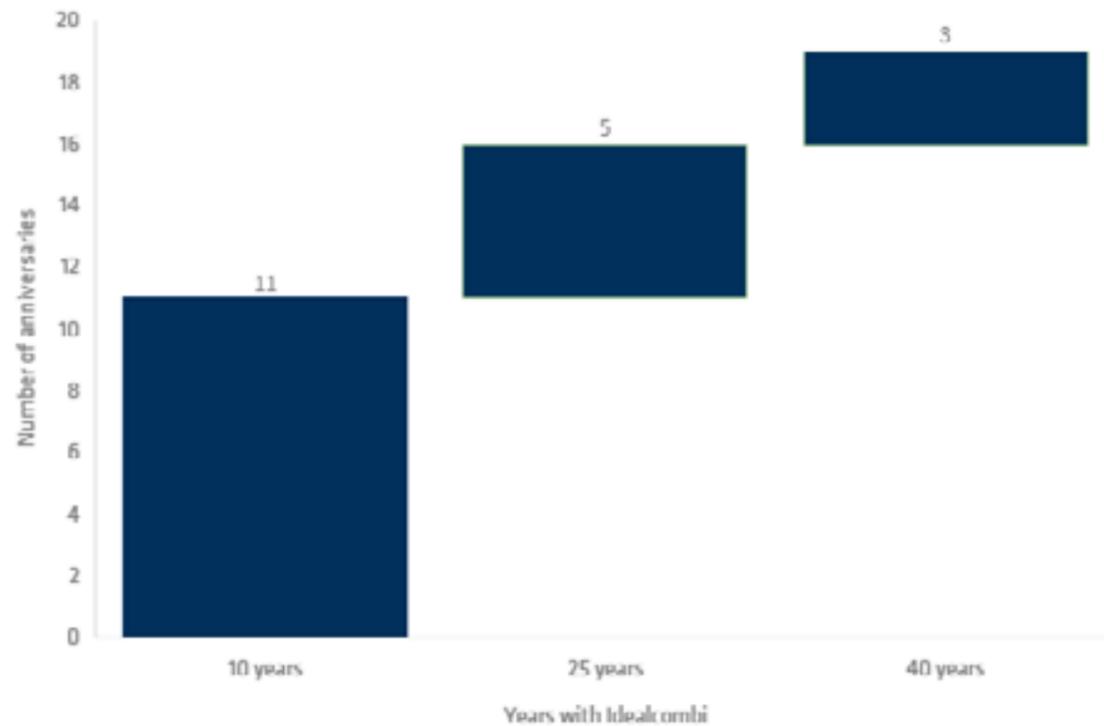


Figure 7. Anniversaries in 2024/25

To ensure that all employees continue to view Idealcombi as a workplace where they can grow and develop new competencies, we will be clarifying career progression paths across the organisation in the coming years. We also aim to strengthen employee engagement in our sustainability work.

For 2025/26, this will include communicating the positive impacts of two of our current projects

more broadly across the organisation, to share the pride of our achievements and inspire new ideas for where we could further improve sustainability in our operations. Both of these objectives are outlined in our Strategic Roadmap for Sustainability, which is summarised in Table 5.



### Social and Employee Relations

The most important foundation for developing and producing Idealcombi products of high quality is our skilled employees. To maintain a healthy workplace with a strong internal culture, good collegial relationships are considered a key parameter is strengthening well-being and collaboration. Therefore, Idealcombi A/S supports and appreciates initiatives that contribute to a strong social environment at the workplace.

During the year, we have introduced several initiatives focused on strengthening relationships and building community, including:

- **Open Factory:** All employees were invited to bring their families to the factory and show them their workplace. The event included guided tours across our three production sites as well as activities and entertainment for both children and adults. With bouncy castles, food stalls and a welcoming atmosphere, the day fostered pride among employees and gave families valuable insight into daily life at Idealcombi.
- **Apprentice and Trainee Day:** To support both professional and social development among our apprentices and trainees, we organised a joint day in Thy. The professional programme included presentations from our service department and on our sustainability initiatives, while the social part focused on team building through competitions and activities at Thy Race, rounded off with a barbecue and shared meal.

In addition, we continue the tradition of the Friday Cafe at Cafe Karmen in Hurup, held on the last Friday of every month. Here, employees from across departments gather in an informal setting with drinks, snacks, games, music and conversations - a nice way to round off the month together.

We also have a very active Staff Association, to which both the company and employees contribute financially. The association is responsible for planning and hosting social events throughout the year, strengthening togetherness and offering employees memorable experiences outside the workplace. Through these initiatives, Idealcombi continuously works to strengthen community spirit and ensure a workplace where well-being and social relations are natural part of the culture.



### Health and Safety (B9)

Having an attractive, safe and inclusive work environment at all our offices and manufacturing sites is important to us at Idealcombi. Our corporate culture supports this, we have solid policies in place and we work systematically to maintain our high standards via our ISO 45001 OH&S Management System.

Recordable work-related accidents	Year 2024/25
Number	6
Rate*	1,44
Work-related fatalities	Year 2024/25
As a result of work-related injuries and work-related accidents	0
Due to work-related ill health	0

Table 19. Work-related accidents and fatalities

\*Rate indicates the number of work-related accidents per 100 FTE per year

### Safety Milestones - A culture We Celebrate Together

At Idealcombi, safety is a natural part of everyday life. We work purposefully to create safe conditions where employees can carry out their work without risk of injury. It is about responsibility, and this effort is closely connected to our vision of becoming the region's most attractive workplace. This approach also means that we experience fewer workplace accidents than many others in the industry (Danish Working Environment Authority, n.d.).

This is why we have made it an important tradition in our departments to mark the milestones we reach in terms of the number of days since the last workplace accident. When we pass 1000, 2000 or 3000 days, we celebrate together. The celebrations may vary, but they always involve coffee and cake - anything from layer cake to the classic "medal cake" - and are sometimes accompanied by a small gift or a T-shirt with the text "number of days with safety."

In this way we, recognise that safety does not come by itself but is the result of a joint effort in which employees, health and safety representatives and management all contribute every day to a safe working environment.

These milestones are also an opportunity to emphasise the pride we take in our strong workplace safety culture. They remind us that we take care of one another. For us, the celebrations are therefore not only a recognition of what we have already achieved but also a reminder for the future: That we must continue to strengthen and develop our safety culture to ensure both the quality of our work and the well-being of our employees.

We have had no cases of work-related fatalities, from either work-related injuries or accidents, nor work-related ill health in 2024/25.

**Remuneration, collective Bargaining and Training (B10)**

The pay received by all employees is at least at the level of the minimum wage, and the vast majority of our employees, notably all blue-collar workers, are covered by collective bargaining agreements that guarantee equal pay for equal work. For white-collar workers, salaries are nevertheless negotiated individually, which is standard practice in Denmark and is also common in the UK. To ensure we continue to have fair wage practices across all employee groups, we are adopting a new policy on equal pay as part of our Strategic Roadmap for Sustainability.

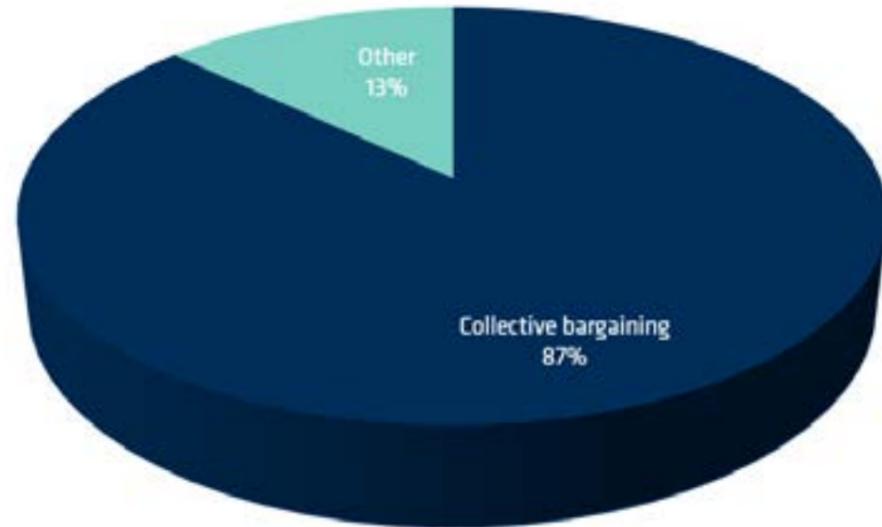


Figure 8. Collective bargaining agreements

When including employees across all functions and organisational levels, we have a pay gap between male and female employees of 11%. The pay gap is primarily due to differences in job functions, as the majority of Idealcombi's managers are male, as shown in Table 18. In addition, the predominance of men among skilled workers and their generally higher seniority compared to female hourly-paid employees also contribute to the observed pay gap.

Training in 2024/25*	Blue-collar workers	White-collar workers
Male employees	32	13
Female employees	32	13

Table 20. Average number of training hours

\*As detailed records of training hours are not maintained, the number of training hours per employee for the past year has been estimated based on headcount

At Idealcombi, we see it as our responsibility to help educate and inspire the next generation of skilled workers. By offering apprenticeships across our production and technical departments, we provide young people with valuable practical training and professional development opportunities. In doing so, we contribute to maintaining strong craftsmanship traditions and ensuring a qualified workforce for the future.

Of course, we also support our core staff in ongoing skills development, primarily through on-the-job training. The estimated number of training hours for the core staff (excluding apprentices and interns) is shown in Table 20.

**Human Rights Policies and Processes (C6)**

Idealcombi has a Code of Conduct for our own workforce that is laid out via a set of Policies. We also maintain a Grievance Mechanism that is available to our employees and to third parties, such as supply chain employees or affected communities that wish to raise a concern with management at Idealcombi. Table 21 summarises this.

Idealcombi has a Code of Conduct covering our own workforce	Yes
Idealcombi has a grievance mechanism covering our own workforce.	Yes

Table 21. Code of Conduct and grievance mechanism

As indicated in Table 22 the Code of Conduct for our employees covers themes such as discrimination, safety at the workplace and Anti-corruption and Bribery. In Denmark and the UK, robust legal frameworks, strong labour unions, and effective government oversight make risks of child labour, forced labour, and human trafficking extremely low. For this reason, these topics are not part of our internal Code of Conduct, but we recognise their importance globally and address them through our supplier requirements and due diligence processes to ensure responsible practices across our value chain.

Themes covered in internal Code of Conduct	
Child labour	No
Forced labour	No
Human trafficking	No
Discrimination	Yes
Safety at the workplace	Yes
Anti-corruption and bribery	Yes

Table 22. Contents of internal Code of Conduct

## Social Disclosures Relating to the Value Chain

### Workers in the Value Chain

At Idealcombi, we view the well-being of workers throughout our supply chain as a part of responsible business conduct. We therefore conduct regular evaluations of our suppliers, including whether they have appropriate policies or a third-party certified Occupational Health & Safety (OH&S) Management System in place to protect their employees.

From 2025 and onwards, we will increase the frequency and scope of these supplier assessments, strengthening our ability to monitor working conditions and support improvements where needed. In this way, we emphasise that safe and fair workplac-

es are important not only within our own company, but also across the wider network of partners we collaborate with.

For workers employed by subcontractors in the downstream value chain, Idealcombi provides training to subcontractors who handle the installation of Idealcombi products for end-users. The training is delivered by Idealcombi's own installation technicians and supports partners working on large building projects, while ensuring proper installation to guarantee the intended performance and lifespan of the windows.



### Affected Communities

At Idealcombi we aim to make a real difference in the communities where we operate, creating meaningful impact and opportunities, as illustrated by our partnership with The Limfjord Activity Centre.

#### Interactions with Local Communities - Idealcombi and the Limfjord Activity Centre

At Idealcombi, we believe that true value is created through community - both for people and society. That is why we are so proud of our long-standing partnership with The Limfjord Activity Centre in Hurup, which for over four decades has offered people with permanent Physical or mental disabilities a meaningful daily life and a valued place in the working community. In 2024, the Centre celebrated its 40th anniversary, a milestone that we were honored to celebrate alongside them. We also had the joy of welcoming members of the Centre to our P3 factory, sharing lunch, cake and some Idealcombi merchandise - small tokens of the strong sense of belonging that connect us.

This collaboration is built on years of mutual trust and respect. The participants contribute across a wide range of tasks, from sorting components to assembling our architectural samples that showcase our product series. Every task is carefully adapted to each individual's abilities, allowing everyone to contribute in their own way and at their own pace. For us, the partnership goes far beyond tasks. It is about people, purpose, and shared creation. It is a living example of our values in practice, showing how social sustainability can become tangible action.

"We are proud to contribute to a daily life filled with meaning and purpose for the members of The Limfjord Activity Centre. We treasure the sense of community that this collaboration brings, and it reminds us what responsibility truly means: giving people the chance to be part of something bigger"  
- Jesper Sørensen, Head of HR



As our own operations are located in Denmark and the UK, and our suppliers are primarily from EU/EEA, we operate in, and source from, regions where communities are generally well-protected by local laws and regulations. We have not received any complaints from affected communities, but we remain attentive to any issues in relation to Idealcombi's own sites, and we discuss this theme with our suppliers in connection with the regular supplier evaluations. We will revisit this area if our activities or supply chain change in ways that could raise new risks.

## End-Users

As a B2B company, Idealcombi's direct contact with end-users is limited. Nevertheless, we provide product information through our website and printed materials delivered with purchased products, covering proper installation, maintenance and repairs of our windows and doors. We will continue this practice for both our B2B customers and professional or private end-users to ensure a long service life for our products.

Going forward, we will continue to communicate

Idealcombi's ESG initiatives through annual ESG reports and provide detailed environmental footprint profiles for our product lines via Environmental Product Declarations (EPDs). We will supplement these with Corporate Carbon Footprint reports, helping customers and stakeholders understand the carbon emissions profile of Idealcombi and our ongoing work to reduce those emissions. These materials are publicly available on our website, and links can be found in 'Supplementary Materials' at the end of this report.

## Severe Negative Human Rights Incidents (C7)

Idealcombi is not aware of any confirmed incidents relating to negative human rights in our own workforce. In other words, no legal action or complaint has been registered or filed with the competent authorities and there have been no instances registered via our grievance mechanism or management systems, as summarised in Table 23.

Child labour	No
Forced labour	No
Human trafficking	No
Discrimination	No
Other	No

Table 23. No severe human rights incidents

Likewise, there are no confirmed incidents relating to workers in the value chain, affected communities, end-users or consumers.

# GOVERNANCE

## Core Values

At Idealcombi, we have a corporate culture based on four core values: Decency, Quality, Accountability and Innovation. These values are our shared language and compass. They express who we are, how we make decisions and how we collaborate with one another and our business partners. They unite our craftsmanship and pride with our ambition to create sustainable value for people, the environment and the business.

*"Our values at Idealcombi help unite the company across all departments and functions. They express what we expect from one another – and what others can expect from us – serving as our compass in everything we do."*

*Who we are, and how we behave, is essential to building trust in our company.*

*We cannot run a healthy business by focusing on accountability alone, and we cannot create growth by focusing solely on quality. But when we bring all four of our values together, that's when we succeed."*

Mikael and Martin Søgård, Owners

Our values also form the foundation of our ESG efforts, and we define them in the follow way:

- **Decency** – ethics, trust and respect in everything we do
- **Quality** – durable solutions and responsible production
- **Accountability** – for the working environment, the environment and communities
- **Innovation** – driving our development toward a greener future

By combining these values, we create a strong and healthy corporate culture where people thrive, quality endures and sustainability is a natural part of everyday life. That is why it is so important to us that these values remain top of mind, and why 'Embed Idealcombi's core values, vision and mission in our daily work' is one of the ongoing commitments in our Roadmap for Sustainability (see Table 5).

Reflecting this commitment, in 2023/24 we invested significant resources in strengthening the integration of our corporate values into daily operations at our headquarters in Hurup. This led to a number of initiatives, such as 'Worker of the Quarter' that bring our values to life in everyday work and ensure they continue to guide decision-making.

## Supply Chain Due Diligence

It is important to us at Idealcombi that our business partners also act responsibly and reflect our core values. Therefore, we have a Supplier Code of Conduct, which formalises Idealcombi's expectations regarding responsible business conduct and serves as a framework for promoting sustainability and accountability among our partners. The Supplier Code of Conduct is currently being introduced to suppliers and will be fully implemented in 2025/26.

Our ambition is to build long-term partnerships based on trust, transparency and shared responsibility with our suppliers. As part of our due diligence processes, we are engaging with suppliers to map tier-2 sub-suppliers and beyond for high-priority supply chains. The aim is to increase transparency and identify potential risks and impacts in the value chain.

As we advance this work, we will continue to expand our insight into the deeper tiers of our supply chain and collaborate closely with suppliers to drive continuous improvement, ensuring that responsible business conduct, respect for people and environmental stewardship are embedded at every stage of production.

#### Open Factory - A Day of insight, Nature and pride

Earlier this year, Idealcombi hosted The Open Factory event, where we invited customers, and partners to visit our factory in Hurup, Thy. The purpose was to give guests an insight into how we work - in the production area, with our employees and within the environment we are part of.

Our guests were guided through the production area to experience how our products are made and employees proudly described the processes, the materials, and the quality behind our products. Many of the guests were able to put a face to the people they normally only speak with over the phone, which created new and stronger relationships. For us, our employees are at the very core of Idealcombi, and their professionalism and dedication are a vital part of the solutions we deliver.

The visit also included a trip to Lodbjerg Lighthouse, where the rugged West Jutland nature stands as a symbol of the environment we come from - and of the conditions our windows must be able to withstand. Wind, salt, and water are part of our DNA, and we want to share this story to show how our products are shaped by both the nature and the culture of Hurup in West Jutland.

With Open Factory, we hoped to give our guests a complete experience of who we are and where we come from - our factory, our region, and our employees. We greatly appreciate that our guests chose to spend a whole day with us in Thy, and we hope they went home with new insights into how we produce quality products with care for the environment, people, and society.



#### Convictions and Fines (B11)

Idealcombi has never been fined or convicted in cases relating to violation of anti-corruption and anti-bribery laws.

#### Revenues from Certain Sectors and Exclusion from EU Reference Benchmarks (C8)

Idealcombi's business activities focus on the manufacture and servicing of windows and doors, with no revenue derived from controversial sectors such as weapons, tobacco, fossil fuels or agrochemicals.

Furthermore, Idealcombi does not operate in coal, oil, gas, or carbon-intensive power generation, confirming that our business model is consistent with EU Paris-aligned Benchmark criteria. In other words, our business model aligns with the EU decarbonisation pathway, which is the EU's strategy to transition the economy towards net-zero emissions by mid-century through low-carbon business models and sustainable practices.

#### Gender Diversity Ratio in the Governance Body (C9)

The Board of Directors is the highest decision-making authority in Idealcombi. The Board of Directors has an equal gender representation as shown in (Figure 9), with two women and two men.

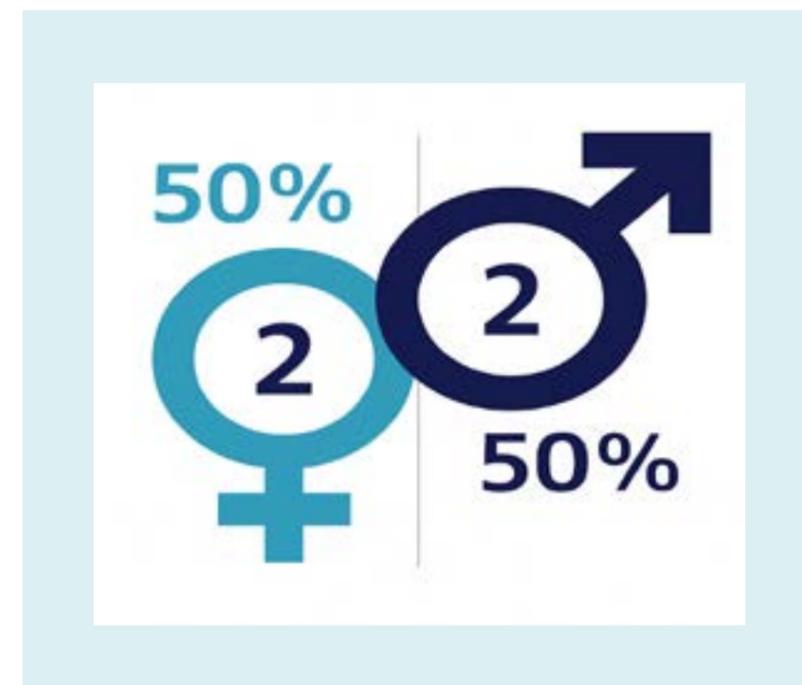


Figure 9. Gender distribution in the Board of Directors

# SUPPLEMENTARY MATERIALS

## Materials from Idealcombi

### Corporate Carbon Footprint Reports

Danish: <https://idealcombi.dk/om-idealcombi/miljoe/klimaregnskab-rapport/>

English: <https://idealcombi.com/about-idealcombi/environmental/esg-report/>

### Previous CSR-reports

Danish: <https://idealcombi.dk/om-idealcombi/miljoe/csr-rapport/>

English: <https://idealcombi.com/about-idealcombi/csr-corporate-social-responsibility/>

### Environmental Product Declarations (EPDs)

Danish: <https://idealcombi.dk/epd-oversigt/>

English: <https://idealcombi.com/epds/>

## External Sources

Danish Energy Agency (DEA), 2025. Standardfaktorer for brændværdier og CO<sup>2</sup>-emissionsfaktorer til brug for rapporteringsåret 2024 (J.nr. 2024-3143). Retrieved 13 October 2025, from <https://ens.dk/globalt-samarbejde/stationaere-produktionsenheder/co2-rapportering-og-returering>

Danish Working Environment Authority (Arbejdstilsynet), n.d. Anmeldte arbejdsulykker i tal [data set], filtered by 'Træ og møbler'. Retrieved 29 October 2025, from <https://at.dk/arbejdsmiljoe-i-tal/anmeldte-arbejdsulykker-i-tal/>

Energinet, n.d. CO<sup>2</sup> per kWh electricity by municipality. Retrieved 9 October 2025, from <https://energinet.dk/data-om-energi/co2-pr-kwh-el-kommune/>

Forest Stewardship Council® (FSC®). FSC Mix Label and Controlled Wood. Accessed 12 November 2025, on <https://fsc.org/en/cw>

Statistics Denmark, 2019. Beskæftigede efter branche og køn (RAS309) [2016 data set], cited in Træets Efteruddannelsesudvalg, 2019, Brancheanalyse af træ- og møbelindustrien – analyserapport. Retrieved 24 October 2025, from <https://www.snedkerudd.dk/media/4e2hyylq/brancheanalyse-af-trae-og-moebelindustrien-analyserapport-februar-2019.pdf>

World Resources Institute, n.d. Aqueduct Water Risk Atlas [visual dataset]. Retrieved 18 September 2025, from <https://www.wri.org/aqueduct>

# NOTE ON ASSURANCE

This report has not been independently verified. While every effort has been made to ensure accuracy and completeness, some data may involve uncertainty. Idealcombi A/S and Idealcombi UK Ltd. cannot accept responsibility for decisions made solely on the basis of this report.

# APPENDIX

## Policy on Anti-Corruption and Bribery

It is a fundamental principle for Idealcombi A/S to conduct business without the use of corruption and bribery. In addition to the attitudinal viewpoint, it is also a legal requirement in Denmark. Corruption is thus criminal, and criminal acts expose Idealcombi A/S and our employees to the risk of prosecution and possible fines and imprisonment. In addition, it entails a great potential risk of jeopardising Idealcombi A/S's reputation and thereby damaging the company.

Violation of this policy may have consequences under employment law.

### What is corruption?

Corruption is the misuse of entrusted power or funds for personal or corporate gain. Corruption has many "faces", including bribery, extortion, nepotism or fraud. Regardless of the form, they are all considered unacceptable.

### What is bribery?

Bribery is offering, giving or receiving anything of value (money or gifts) with the intention of unduly influencing the recipient's decision or behaviour. Bribery can take different forms, but typically involves a 'model' where both parties gain something.

### What is extortion?

Extortion is the act of one or more persons threatening someone for the purpose of obtaining an unjustified gain.

### What is nepotism?

Nepotism is when a person favours and prefers relatives and friends over others, especially when filling positions.

### What is fraud?

Fraud is the act of deceiving someone into acting differently than they otherwise would, thereby causing an unjustified financial loss to others and a gain for oneself.

**Guidelines for employees.**

Gifts triggered by supplier promotions. It is not acceptable to receive gifts from suppliers that are triggered by promotions (e.g. purchases over DKK 10,000 in a given week that trigger 12 bags of coffee). Employees who are offered this type of gift should contact their immediate manager with information. The company will regularly contact suppliers who make this type of offer, informing them to cease this type of sale in the future.

**Christmas gifts**

All gifts from suppliers and business partners that are received as Christmas gifts are handed in to the book-keeping department and used as prizes in connection with the staff association's annual Christmas bingo.

**Money**

It is not acceptable to receive gifts in the form of cash or vouchers comparable to cash.

**Other gifts, entertainment, hospitality, etc.**

It is acceptable to receive gifts, meals or other tokens of appreciation and gratitude, or invitations to events related to our business, provided that they are reasonable in amount and scope and do not lead to dependence or other undue influence.

**Examples of acceptable gifts:**

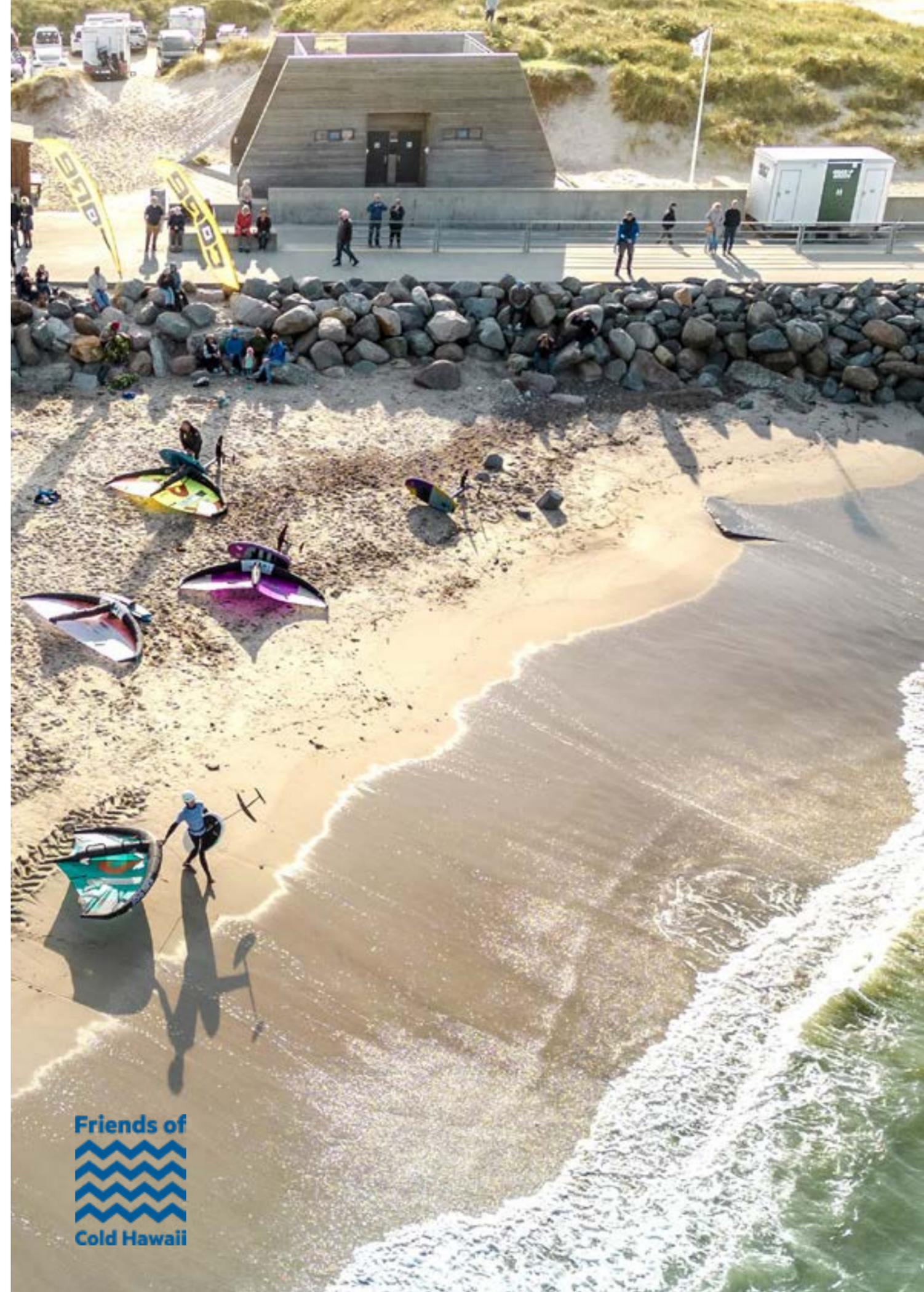
- Modest/sporadic meals with business associates
- Occasional attendance at regular sporting events, theatre performances and other cultural events
- Wine gift or similar on an occasion, for example in connection with a guided tour.

**When in doubt**

If an employee is unsure whether a certain action or behaviour is acceptable, they should contact the Financial Director or the Technical Director for clarification.

**Suspected cases of corruption or bribery**

If an employee suspects a case of corruption or bribery, they have a duty to report it to their immediate manager, the Head of HR, the Financial Director or the Technical Director. Alternatively, the employee may use Idealcombi's whistleblower scheme to report the incident anonymously.



#### SALES WEST /

### Idealhuset Hurup

Nørre Allé 51  
7760 Hurup

Phone: +45 96 88 25 00  
info@idealcombi.dk

---

#### SALES EAST /

### Idealhuset København

Arnold Nielsens Boulevard 134  
2650 Hvidovre

Phone: +45 44 50 21 00  
info@idealcombi.dk

---

#### SALES AARHUS /

### Idealhuset Aarhus

Tilst Søndervej 104  
8381 Tilst

Phone: +45 96 88 25 00  
info@idealcombi.dk

---

#### SALES UK /

### Idealcombi UK Ltd.

Chancery Pavilion  
Boycott Avenue  
Milton Keynes  
MK6 2TA

Phone: +44 (0) 1582 860 940  
uk@idealcombi.com

**idealcombi** 

Read more at [idealcombi.dk](https://www.idealcombi.dk)  
Follow us on LinkedIn, Facebook, or Instagram

