



ESG report 2025

Shared responsibility for sustainability

As an approved Research and Technology Organisation, we contribute with knowledge and solutions that are applied in industries of significant importance to society and the green transition.



Tommy Bysted
CEO

Our approach is built on trust, transparency, and teamwork. Trust is a prerequisite for responsible operations and for the relationships we maintain with clients, partners, and employees.

Transparency ensures openness about progress and challenges and provides the foundation for credible reporting and dialogue.

Cross-organisational teamwork enables us to translate ambitions into concrete actions and ensures that initiatives are embedded in daily operations.

For several years, FORCE Technology has worked purposefully to reduce our carbon footprint and strengthen social matters. In 2024, these efforts yielded tangible progress,

including reduced emissions, higher recycling rates, and positive developments in well-being and leadership culture.

In 2026, this work will continue and expand, building on our double materiality assessment, which indicates where our efforts have the greatest impact.

Our ambition is to be a responsible and trustworthy technology organisation that contributes to safety, quality, and long-term industry development. This report provides insight into how ESG is integrated into our business, and how our values continue to guide FORCE Technology's development in close collaboration with employees, clients, and stakeholders.

Our approach to responsible business

FORCE Technology addresses sustainability across the organisation. Our efforts focus on areas where we can create the greatest impact for customers, employees, and society. Our initiatives include reducing environmental impact, strengthening social matters, and fostering a transparent and responsible leadership culture. Investment in research and development is being increased in areas of societal relevance, with a particular focus on Power-to-X, carbon capture, utilisation, and storage (CCUS), wind energy, life science, and defence.

We are reducing our carbon footprint through more energy-efficient operations, renewable energy sources, and better waste management. In 2024, we achieved a recycling rate of 74% because of a more systematic approach to waste management across locations. Simultaneously, we achieved a 49% reduction in our total emissions compared to the baseline year 2019. In 2025, we expanded our carbon accounting to include additional significant indirect emissions from scope 3. New reduction opportunities have also been identified to decrease our environmental impact further.

Social responsibility is a central focus. Well-being, working environment, and safety are continuously strengthened through established initiatives and clear guidelines. Well-being surveys show stable and high levels, particularly regarding relations with immediate managers, whilst strategic direction and IT support remain priority areas for improvement.

Safety performance is maintained through monthly follow-ups, quarterly safety walkthroughs, and systematic handling of health and safety observations. Our effort continues to substitute hazardous chemicals to reduce risks in daily operations.

In 2024, FORCE Technology conducted its first double materiality assessment. This identifies the ESG areas where our efforts matter most and was prepared as part of the EU's Corporate Sustainability Reporting Directive (CSRD).

Since then, reporting requirements have evolved. This means that FORCE Technology is no longer formally in scope for CSRD, but we have chosen to continue reporting at a scale and pace appropriate to our business.

We therefore maintain a pragmatic approach, strengthening data quality and internal processes, and gradually expanding reporting in ways that are aligned with the organisation.

Concurrently, we are actively pursuing initiatives that reduce our carbon footprint and increase energy efficiency, ensuring that our ESG efforts support both our business and the societal areas to which FORCE Technology contributes.



UN Sustainable Development Goals

The UN Sustainable Development Goals (SDGs) are important to FORCE Technology's work on responsible operations. The SDGs help direct our efforts to where the company's competencies and activities matter most for clients, industry, and society.

The selected goals reflect both our societal role and the areas where our activities have the greatest significance for industry and the wider world. FORCE Technology contributes particularly to four goals:

Goal 3 - Good Health and Well-being, where our work on safety, working environment and quality in services supports safe and secure conditions for employees, clients, and end users.

Goal 7 - Affordable and Clean Energy, where our technical expertise in measurement, testing and development of energy technologies contributes to the deployment of energy-efficient and climate-friendly solutions.

Goal 9 - Industry, Innovation, and Infrastructure, where the development and application of advanced technologies strengthen innovation in Danish and international industry, including through research, test facilities, and consultancy.

Goal 12 - Responsible Consumption and Production, where our focus on resource efficiency, waste reduction and circular methods supports more sustainable production and process flows.

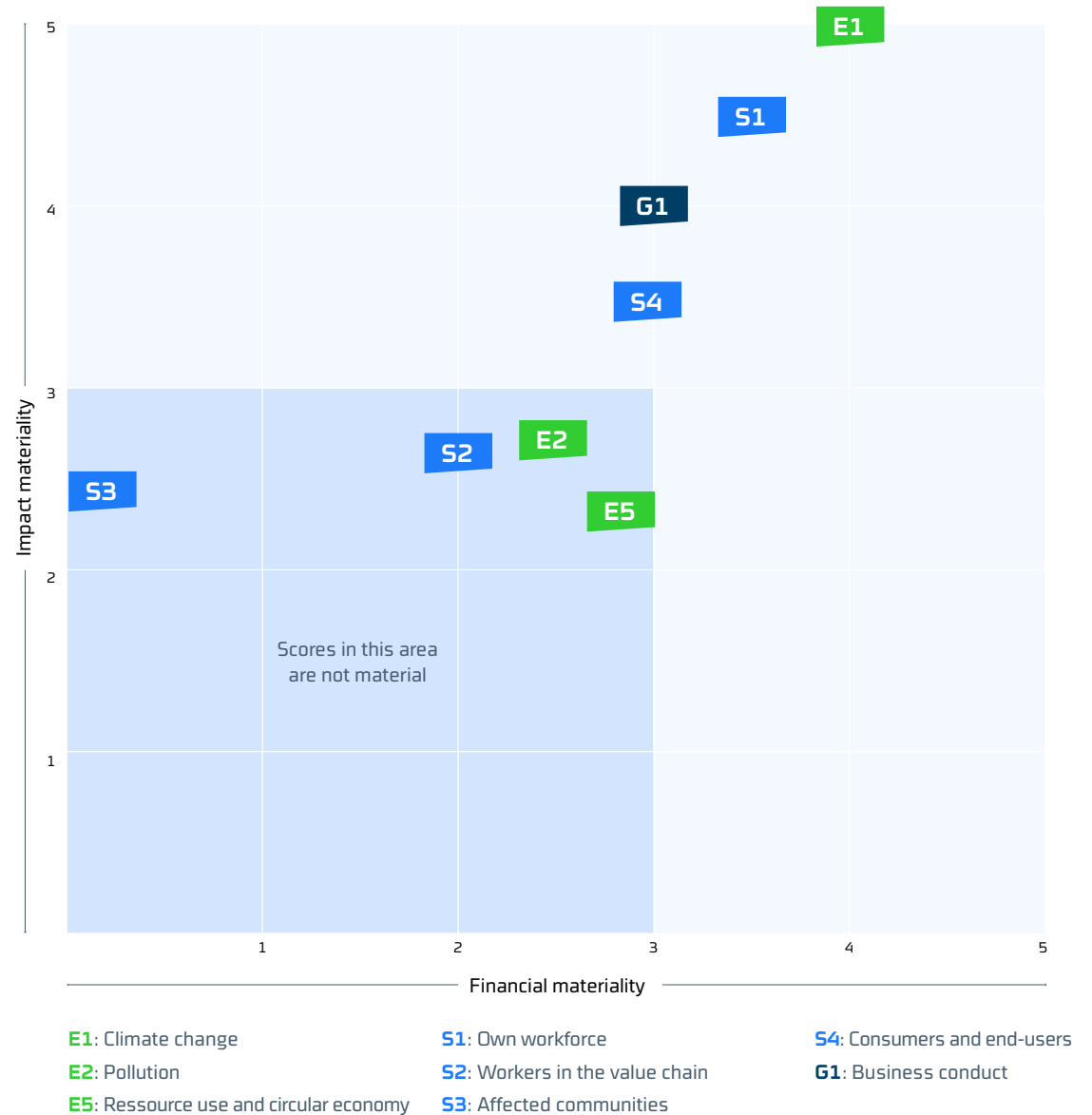
The SDGs serve as a common reference framework for internal priorities and for dialogue with clients and partners. They help clarify where FORCE Technology creates the greatest societal value through our technical knowledge and facilities, and how our work can support transition in the industries using our services.



Overview of material topics

The double materiality assessment provides a comprehensive overview of the material topics that matter most to FORCE Technology and to the outside world. The assessment builds on the organisation's impacts, risks and opportunities (IROs) across climate, social matters, and business areas. The results inform the prioritisation of ESG efforts and the areas reported on.

FORCE Technology is no longer formally subject to CSRD but has chosen to continue using the double materiality assessment as a reference for our ESG work. The assessment contributes to a structured overview of material topics and supports a systematic approach to developing the organisation, strengthening decision-making, and taking responsibility for the company's impacts.



Key figures

Environment	Unit	2025	2024	TARGETS
Total scope 1	t CO ₂ e	1,776	1,661	41% by 2030
Total scope 2 - market-based	t CO ₂ e	948	1,042	41% by 2030
Total scope 2 - location-based	t CO ₂ e	656	689	
Total scope 3	t CO ₂ e	15,742	15,291	TBD
Purchased goods and services*	t CO ₂ e	12,905	12,312	
Waste generated in operations	t CO ₂ e	0.6	0.9	
Business travel	t CO ₂ e	2,126	2,265	
Other categories**	t CO ₂ e	710	713	
Annual total - market-based	t CO ₂ e	18,465	17,993	
Annual total - location-based	t CO ₂ e	18,053	17,529	
Total energy consumption	MWh	12,708	12,915	
Electricity covered by certificates***	%	83	83	
Water consumption	m ³	23,900	23,470	
Recycling rate	%	66	74	>70%

Social	Unit	2025	2024	TARGETS
Number of employees (FTE)	No.	1,033	1,043	
Number of employees (headcount)	No.	1,076	1,076	
Employee turnover	%	9	10	
Engagementsscore	point	4.0	4.0	4.1
Response rate - well-being survey	%	92	88	90
Sickness absence - DK	%	3.5	3.7	
Sickness absence - Group	%	3.4	3.6	
Accident statistics (LTIF)	LTI/mio. hours	1.2	1.8	<2.0
Accident statistics (TRIF)	TRI/mio. hours	3.7	8.5	<6.0
Women in the organisation	%	23	22	
Women in the management	%	18	19	

Governance	Unit	2025	2024	TARGETS
Whistleblower (number of reports)****	No.	8	0	
Women on the board of directors	%	17	25	

* Categories 1 and 2 are combined ** Other includes the categories 3, 4, 7, 9, 10, 11 and 12 *** Applies to all Danish locations

**** Four reports denied

Environment

Description of our material environmental impacts, including greenhouse gas emissions, energy consumption and circular initiatives.



Environment

Climate change

Our environmental effort is prioritised and includes ongoing initiatives to reduce our company's climate impact across the value chain and support a solid foundation for decision-making and long-term planning. As documentation and data quality requirements increase, the structure for managing environmental data and overall reporting has been strengthened.

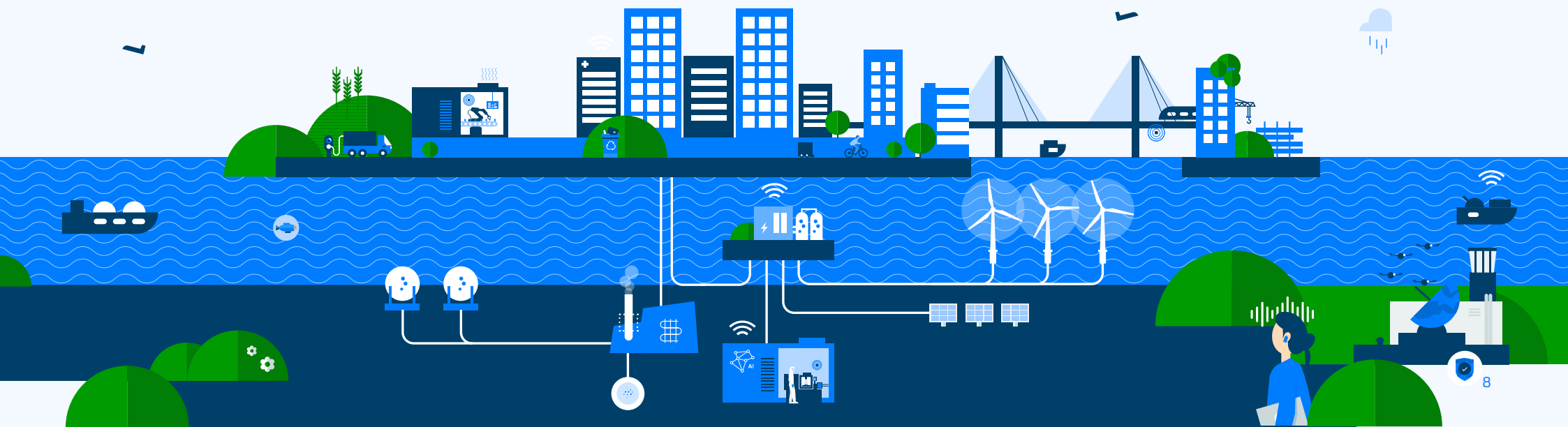
In 2025, a significant part of our efforts focused on systematically mapping energy

consumption across all our Danish locations and strengthening our understanding of the most significant indirect emissions in the value chain. The scope 3 categories included comprise purchased goods and services, capital goods, waste, business travel, and more. This expansion provides a more complete picture of indirect emissions and creates a clear overview of the total carbon footprint in our value chain.

A carbon target has been set for a 41% reduction in scope 1 and 2 emissions by 2030, with 2023 as the baseline year. The target covers emissions where our company has direct operational influence. For scope 3, work continues to strengthen the data foundation as part of strategic work in 2026 to establish a separate, well-founded target reflecting the value chain and business activities.

This approach contributes to a gradual and stable expansion of environmental efforts in line with emerging expectations and requirements over the coming years.

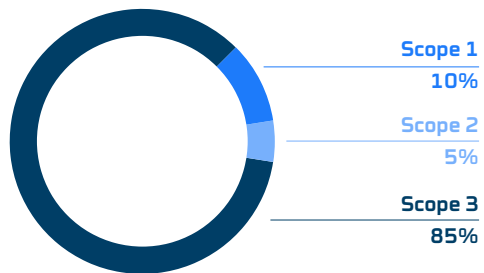
In 2026, planned energy and climate optimisation projects will be implemented, focusing on reducing emissions and improving resource efficiency in our operations.



Carbon accounting

FORCE Technology maintains its focus on carbon accounting and monitoring our environmental impact. The carbon account provides a comprehensive overview of emissions across scope 1, 2, and 3 and supports a consistent, data-driven approach to our environmental efforts.

DISTRIBUTION ACROSS SCOPES



In 2025, the total greenhouse gas emissions amounted to 18,465 t CO₂e. Compared with the baseline year 2023, 2025 shows a continued reduction, though at a lower level than in 2024. This development reflects changes in activity levels and business composition in 2025, which affect the relative

key figures. Indirect emissions in scope 3 constitute by far the largest share of the total carbon footprint and reflect our business model, where value chain-related activities represent the most significant impact.

The carbon account was expanded in 2025 to include all significant indirect emissions. This expansion has resulted in a changed total compared with previous accounts but provides a more accurate representation of the company's total carbon footprint. Due to methodological changes, comparisons with periods prior to 2023 are not possible. The 2025 figures are therefore not directly comparable with previously published carbon accounts.

TOTAL EMISSIONS - SCOPE 1, 2 & 3

	Unit	2025	2024	2023
Total scope 1	t CO ₂ e	1,776	1,661	1,650
Total scope 2 - market-based	t CO ₂ e	948	1,042	1,183
Total scope 2 - location-based	t CO ₂ e	656	689	940
Total scope 3	t CO ₂ e	15,742	15,291	17,885
Purchase of goods and services*	t CO ₂ e	12,905	12,312	14,744
Waste generated in operations	t CO ₂ e	0.6	0.9	0.8
Business travel	t CO ₂ e	2,126	2,265	2,468
Other categories**	t CO ₂ e	710	713	672
Annual total - market-based	t CO ₂ e	18,465	17,993	20,718
Annual total - location-based	t CO ₂ e	18,053	17,529	20,367
Reduction compared to 2023***	%	11	13	0

* Categories 1 and 2 are combined ** Other includes the categories 3, 4, 7, 9, 10, 11 and 12 *** New baseline

Circular economy and waste management

Our work with circular economy principles focuses on reducing resource consumption and waste volumes as well as ensuring responsible waste management across the organisation's activities. The initiative is integrated into our environmental management and supports a more efficient and systematic use of materials and resources.

FORCE Technology is certified to ISO 14001, which requires environmental management, waste management, and continuous improvement. The certification supports a structured approach to identifying, managing and following up on environmental impacts, including waste and material flows.

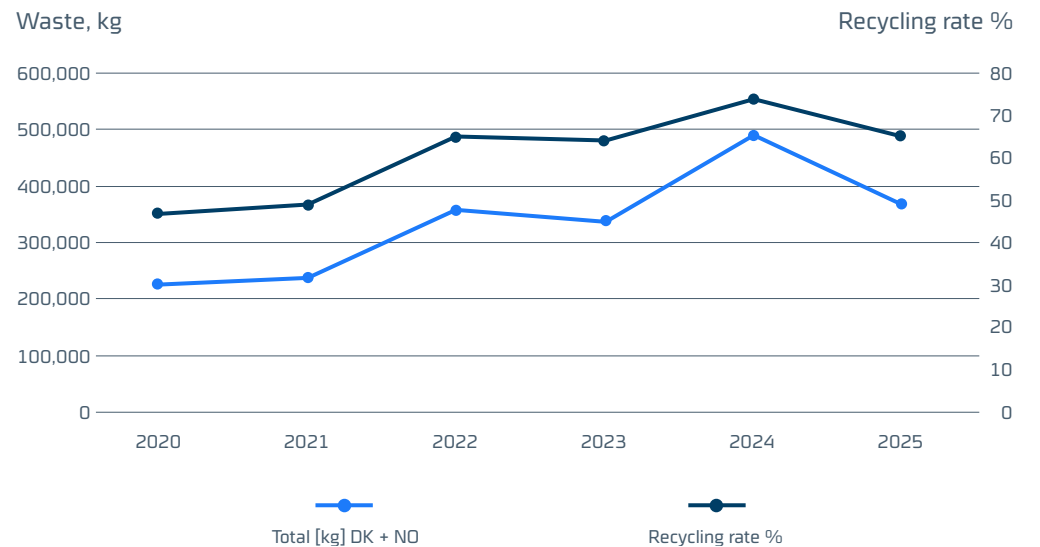
Waste is managed through established sorting schemes and procedures to increase recycling and reduce waste sent for disposal. We have a objective of at least 70% recycling, which was achieved in 2024. For 2025, the recycling rate is 66%, which is below the set target. This development should be considered alongside changes in material flows and project activities during the year, as well as an increased focus

on internal material utilisation, including reuse and repurposing of materials and equipment. A larger proportion of materials is thus managed with the intention of extending the lifetime rather than entering registered waste streams.

As part of our efforts to strengthen circular processes, we have entered a partnership with an external supplier enabling the reuse and responsible management of end-of-life electronic hardware. This partnership contributes to extending equipment lifespans, reducing waste volumes and ensuring materials are managed in accordance with applicable requirements and best practice.

Overall, these efforts contribute to more resource-efficient operations and support the company's work to reduce environmental impact.

WASTE & RECYCLING RATE



Social

Outline of our efforts regarding occupational health and safety, employee relations, diversity, and inclusion.



Social responsibility

Social responsibility is a material focus area because employees are the organisation's most important resource. A responsible workplace is built in a good, safe, and equal environment for all employees, regardless of role, profession or background. Diversity is seen as a strength and a prerequisite for quality, innovation, and sustainable development. We therefore prioritise an inclusive culture where everyone feels valued and respected.

Our work on social matters is anchored in a long tradition of ensuring proper conditions. FORCE Technology provides employee benefits that match the needs at different life stages. Our parental leave policy is on par with large Danish companies and provides equal conditions for both parents. Senior arrangements and a dedicated senior club give employees near or past retirement age great opportunities to maintain community and professional engagement.

Well-being, working environment, and safety are continuously strengthened through systematic initiatives, regular dialogue, and

clear guidelines. The aim is to ensure work-life balance and create conditions where employees feel safe and well-supported in their daily lives. We follow the Danish model, in which employee representatives have clear frameworks for their role and responsibilities.

To strengthen community and development among younger employees, Young FORCE was established in 2025. The network brings together young professionals and early-career employees across departments, locations, and professional areas. Through professional activities, knowledge sharing and social events, relations are built that support professional development and provide younger colleagues with a stronger foundation for shaping their own careers and contributing to the organisation's future.

These initiatives ensure that the workplace is developmental, engaging, and sustainable for all employees. This is crucial for attracting, retaining and developing the competencies FORCE Technology needs across locations and professional areas.

GEOGRAPHICAL DISTRIBUTION OF EMPLOYEES

Norway
~ 7%

Sweden
~ 1%

Jutland
~ 22%

Rest of Zealand
~ 20%

Brøndby (Head Office)
~ 45%

Funen
~ 6%

Employee turnover

In 2025, the employee turnover rate was 9%, representing a decrease from the previous year. Voluntary resignations accounted for less than 4%. Overall, the level reflects a generally steady organisation with relatively low employee turnover, which may indicate strong employee well-being and a high level of organisational commitment.

FORCE Technology monitors employee turnover as a central KPI in our work on well-being, competency development and retention. Our efforts focus on ensuring organisational stability whilst creating room for necessary renewal and competency development.

EMPLOYEE TURNOVER RATE



To ensure data consistency going forward, the calculation methodology and the scope of employee categories have been updated. Employee turnover for 2025 is therefore not directly comparable with previously published figures.

EMPLOYEES AND EDUCATIONAL PROFILES

	2025	2024	2023
Number of employees (FTE)	1,033	1,043	1,037
Number of employees (headcount)	1,076	1,076	1,073
Dr & PhD	57	47	55
Master's degree	356	319	323
Other technical staff	466	521	525
Other non-technical staff	156	175	162

Other non-technical staff include the Executive Management Team, business unit directors and heads of staff functions. All other managers have an operational professional role and are therefore included in the "Master's degree" category.



Well-being at the workplace

Well-being is a fundamental part of social responsibility because it affects individual employee engagement, quality of task execution, and attachment to the workplace.

The survey shows an unchanged engagement score of 4.0 in 2025, matching the previous year's level. This represents an upward trend over the past three years in the well-being score, so maintaining a high and stable result from last year is positive, particularly as we have made progress in three out of six central areas compared with the previous survey.

Additionally, a significant improvement of 0.5 points is seen in the assessment of top leadership's credibility. This is a substantial

and valuable foundation for working on leadership and change management.

The response rate this year was very high at 92%, significantly above our benchmark. Employees rate satisfaction, loyalty, motivation, and pride highly. Relations with immediate managers are among the strongest subjects, whilst company systems and IT support are identified as areas with the most significant improvement potential.

Regular communication and systematic follow-up are planned to ensure that managers act on the feedback they have received and that initiatives are implemented to improve job satisfaction, performance and employee engagement.

RESULTS FROM OUR EMPLOYEE SATISFACTION SURVEY

	2025	2024	2023
ENGAGEMENT SCORE	4.0	4.0	3.9
RESPONSE RATE	92%	88%	85%



Absence from work



Sickness absence at FORCE Technology has shown stable development over recent years and remains below the national average for both short-term and long-term sickness absence.

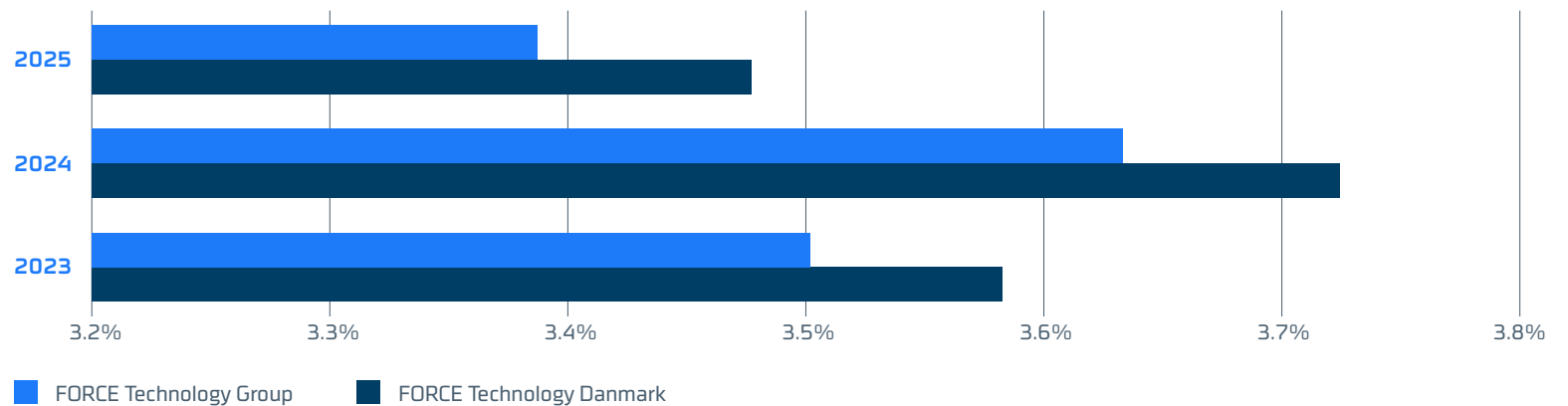
In 2024, the total sickness absence rate was 3.6%, whilst the national average for private companies was 3.7%. Figures from previous years show a stable or slightly increasing trend, particularly for long-term sickness absence, where an average of 39.3 persons had more than 30 days' absence in 2024.

In 2025, the sickness absence rate was 3.4% for the Group and 3.5% for Denmark. This shows a decrease compared with 2024 and indicates stabilisation following the slight increase in previous years. The development covers a slight reduction in short-term sickness absence, whilst work on preventing long-term absence continues to be a focus.

The well-being survey indicates that stress and work pressure continue to be experienced as a challenge by some employees. This

is addressed through targeted initiatives, including our stress policy, well-being policy, and leadership training with increased focus on the topic in 2026. FORCE Technology's overall sickness absence is slightly below the national average but work on preventing stress and strengthening balance between tasks and resources remains a priority area.

SICKNESS ABSENCE



Workplace safety

A safe and healthy working environment is inherent to FORCE Technology's responsible operations. Our efforts in the working environment and safety are based on a systematic approach where risks are identified, assessed, and managed through preventive measures, fixed processes, and ongoing follow-up.

In 2025, positive development is seen in injury statistics. Both the total recordable injury rate (TRIF) and the lost-time injury frequency (LTIF) are lower than in previous years. This development indicates that implemented preventive initiatives and systematic follow-up are having the desired effect.

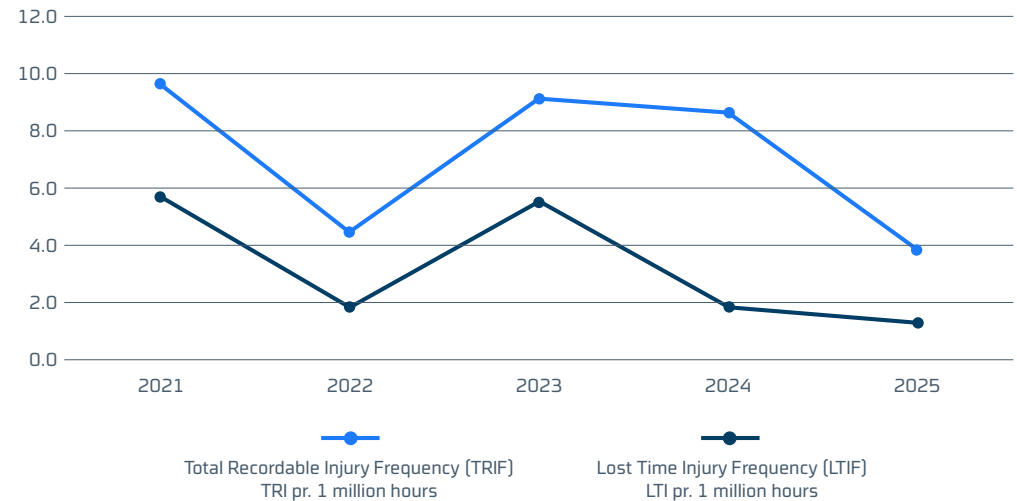
We work purposefully towards zero lost time injuries and have set an operational target

that the injury frequency shall not exceed 2.0. This effort is supported by clear procedures for registering and following up on observations and ongoing assessment of working environment risks across activities and functions.

Working environment is organisationally anchored through monthly safety meetings with participation from management and working environment representatives, and quarterly internal audits across units. These meetings ensure systematic dialogue, follow-up on identified risks and status on implemented initiatives.

Overall, this approach supports structured and documented health and safety management, contributing to accident prevention, improved well-being, and stable, responsible operations.

INCIDENT FREQUENCY



OBJECTIVES FOR WORKING ENVIRONMENT AND SAFETY



Work towards 0 accidents resulting in personal injury



Comply with all customer requirements and FORCE Technology requirements



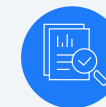
Substitute hazardous chemical products



All business and staff units must hold at least one coordinating quarterly meeting on occupational HS



Each business unit must work with HS observations



Each working environment group must conduct at least one safety inspection per quarter

Gender diversity

At FORCE Technology, diversity and inclusion are integral to our culture, strategy and approach to responsible operations. We work purposefully to create an environment where everyone has equal opportunities and feels welcome and valued.

The gender distribution remains uneven, and the proportion of women in the organisation is currently relatively low at 23% across position types. Development in the overall employee composition is moving in a positive direction, whilst variations continue at the management and Board level, influenced partly by organisational changes and the composition of professional areas with limited gender diversity. The figures also show that increased diversity in technical and specialised environments continues to require long-term, purposeful effort.

We therefore continue to work actively on strengthening diversity because we believe a more balanced composition contributes positively to innovation, quality, and decision-making. FORCE Technology has launched initiatives to attract more women to both technical and leadership positions.

A systematic recruitment process ensures inclusion and reduces bias, and we use a screening tool that supports inclusive and gender-neutral job postings and broadens the candidate pool. We also collaborate with educational institutions and relevant networks to increase women’s interest in technical and professionally specialised roles.

Simultaneously, we focus on flexible working conditions, including the option to work from home, supporting the work-life balance. Our goal is to create a stronger foundation for employees and at the same time support retention and development across life stages and organisational levels.

We participate in industry communities that showcase Danish knowledge and industrial companies, and we use industry insights and benchmarks as references in our work on diversity and inclusion. This provides us with a relevant basis for evaluation and contributes to ongoing reflection on our own practice.

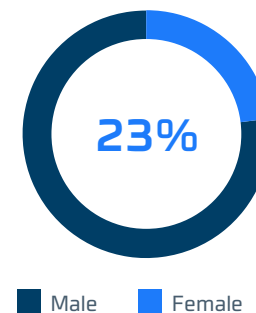
We have also signed the Danish Industry's Inclusion Pledge. This commitment marks that diversity, and equal opportunities are a priority

focus area for us, and that there is sustained leadership attention on the topic. The initiative forms part of our long-term work to support a more balanced and inclusive organisation.

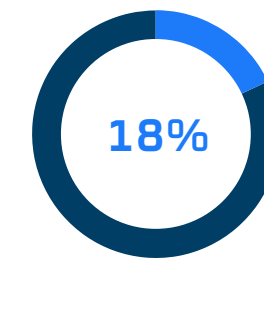
We have not yet reached our goal, but continue working with a long-term, systematic effort to support more balanced development over time.

REPRESENTATION OF WOMEN IN THE ORGANISATION

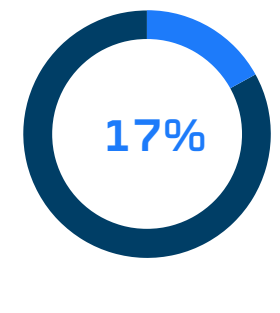
Employees



Managers



Board members*



■ Male ■ Female

*The proportion of female board members incl. employee-elected members is 22%.

Governance

Description of our framework for corporate governance, business ethics, compliance, and the integration of ESG into our operations.





Leadership and strategy

Strong leadership and clear strategic direction are crucial for the effective operation of FORCE Technology. In 2025, efforts continued to strengthen leadership and governance with a focus on business management, accountability, and long-term value creation.

The year marked the conclusion of the first five-year period of the OneFORCE strategy, which has set the organisation's development course. The next strategy phase has been initiated and is expected to be completed in the first half of 2026. The forthcoming strategy shall support profitable growth and economic robustness, address increased global uncertainty, the need for increased commercialisation and improve business areas with unsatisfactory performance.

In 2025, Niels Ahrengot joined as the new Chairman, with Kim Junge Andersen becoming Deputy Chairman. The Board was

further strengthened and provided with new competencies and perspectives through the appointment of two additional Board members: Thomas Bak, Dean at Aalborg University, and Jørgen Høll, CEO of Skallerup Seaside Resort.

Leadership development remains a central focus area. FORCE Technology works purposefully to strengthen leadership culture through joint development programmes and create clear frameworks for responsibility and decision-making authority. These initiatives should ensure good well-being, clear prioritisation, effective change management, and an organisation equipped to manage both risks and opportunities in a complex and changing business environment.

ESG - Strategic value creation and governance

It is a strategic decision to position ESG as a core governance principle at FORCE Technology, with environment, social and governance considerations systematically integrated into financial, operational and risk-related decision-making. The governance structure is built to ensure consistent progress, strengthen data quality, and precise anchoring in leadership.

The overall direction is set by the Board and Executive Management, who approve the ESG strategy and prioritised initiatives. A cross-functional ESG Board receives ongoing status on KPIs and ensures alignment with business area plans and risk profiles.

Operational coordination is managed by a dedicated ESG Project Manager who drives data collection, reporting processes and supports quality in the data foundation through collaboration with the organisation's ESG data owners.

The governance model thus supports a robust and documented approach, where ESG is directly linked to:

- **Financial risk management**, including exposures related to energy, emissions, compliance and working environment
- **Commercial opportunities**, such as differentiation in customer offerings, documentation in tender processes and increased transparency towards major industrial clients
- **Effective internal management**, where the data foundation supports prioritisation of initiatives and resource allocation.

Our ESG governance structure is further strengthened through work on double materiality, extended data maturation, and clear accountability. This ensures FORCE Technology can deliver holistic, audit-ready ESG reporting whilst actively using ESG data as a management tool and competitive parameter.

Strong ESG performance requires trust in decision-making, transparency in reporting, and teamwork across the organisation. These principles support responsible operations, economic robustness, and long-term value creation.





Business conduct

Ethical conduct is fundamental to FORCE Technology's culture and governance model. Our Code of Conduct sets out the framework for how all employees are expected to act in their daily work and serves as the basis for responsible business practice. The guidelines apply across all locations and include anti-corruption, responsible business relationships, data protection, anti-discrimination, and respectful conduct.

FORCE Technology's Code of Conduct sets clear expectations regarding how decisions are made and how relations are managed, so the organisation works openly, lawfully and responsibly. The guidelines include prohibition of bribery and other forms of improper influence, requirements for transparency in collaborations, and expectations for how private and business interests are kept separate. Requirements are also set for respect for human rights and for the equal treatment of all employees, partners, and clients.

Employees are introduced to the Code of Conduct and must follow the guidelines in all work-related decisions and activities. Ongoing information and dialogue on ethics is provided, so the guidelines remain known and applicable in practice. Any concerns or breaches of guidelines can be reported through established internal channels, ensuring confidentiality and fair treatment of cases.

The ethical framework is supported by the organisation's governance and control structure. Work processes, policies and internal procedures ensure principles from the Code of Conduct are translated into practice, and that FORCE Technology works responsibly across the value chain. This is a prerequisite for credibility, quality, and long-term relationships with clients and partners. It helps ensure our work is carried out with integrity and respect, and that FORCE Technology continues to meet expectations from clients, authorities, and society.



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