

ESG Report 2023/24

Commitment in motion



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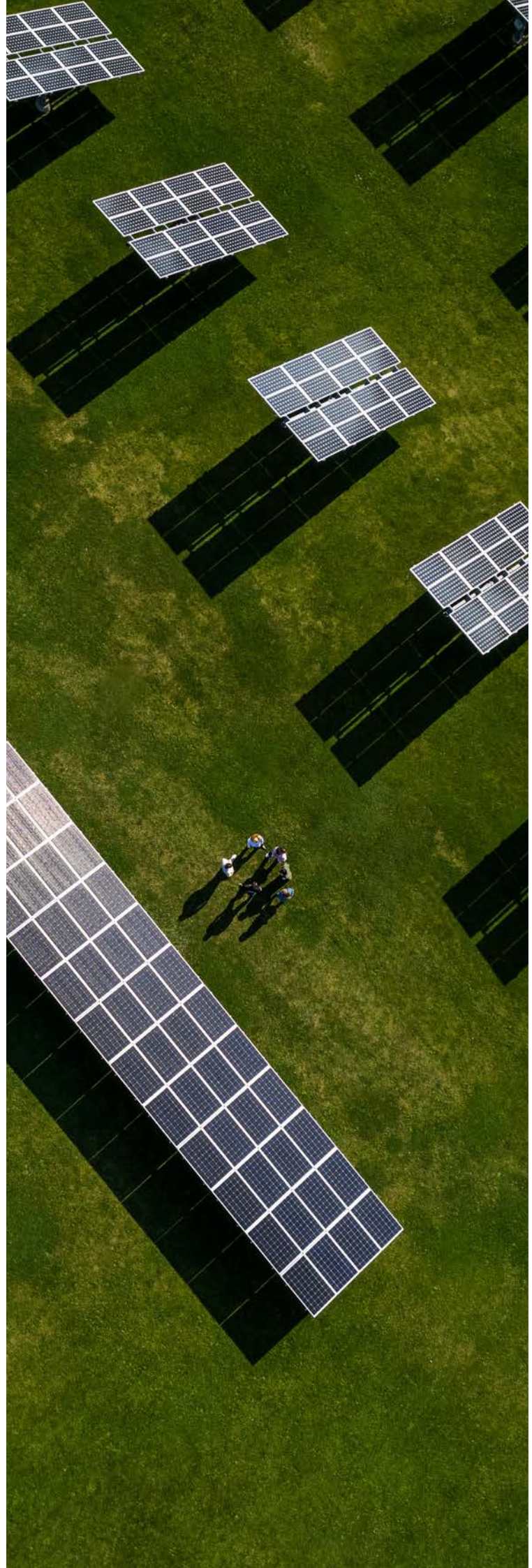
About this report

This LINAK® ESG Report 2023/24 (Environmental, Social, and Governance) is the first of its kind published by the LINAK Group (all global LINAK factories and subsidiaries). Unless specified otherwise, this report covers the LINAK Group for the fiscal year (FY) starting 1 July 2023 and ending 30 June 2024. The report follows the same fiscal year as our annual report but is published after the annual report.

The report transparently presents and communicates the ESG topics which LINAK has identified as material. Furthermore, it addresses the requirements of the forthcoming Corporate Sustainability Reporting Directive (CSRD), which LINAK must comply with by the annual report 2025/26.

We conducted a double materiality assessment to identify the sustainability topics that are most important to our stakeholders and to prioritise which topics to include in this report. The selected topics are organised in three focus areas: Environmental, Social, and Governance.

All data in this report are based on the best available data at the time of writing. If any assumptions or omissions are made, this is specifically stated in the report. The methodologies used to prepare the data are detailed last in the report.



About LINAK

Our company

LINAK® is a family-owned business, founded on a wish to improve people's lives. We do so by developing high-quality electric linear actuator technology that creates movement for a wealth of applications in healthcare, agriculture, industry, offices, and homes.

LINAK A/S (HQ) is located in the town of Guderup in southern Denmark, and factories are established in Denmark, China, USA, Thailand, and Slovakia.

Our history

LINAK was founded in 1907 when Christian Jensen set up a machine shop. In 1976, his grandson, Bent Jensen, took over the business. Not long after, Bent invented an electric linear actuator for a friend's wheelchair, and he quickly realised its potential for much more.

In 1984, Bent Jensen changed the company name to LINAK – short for the Danish 'lineær aktuator' (linear actuator). [Learn more about the LINAK history.](#)

Our brand promises

- Quality
- Innovation
- Responsibility
- Local & global



Corporate
video



History video

Our management structure



The purpose of the management structure is to ensure strategic direction, inspiring leadership and effective governance through the following key components:

LINAK A/S Board of directors

The Board of directors is responsible for supervising the company. This includes approving strategic direction, managing risks, ensuring compliance, and representing the interests of company shareholders and stakeholders. The Board consists of members with diverse backgrounds and expertise, ensuring a wide range of perspectives in decision-making processes.

LINAK A/S CEO, founder, and owner

Bent Jensen is our Chief Executive Officer (CEO), and he is also the founder and owner of LINAK®. He holds the responsibility for the overall success of the company. That includes responsibility for business and financial results, driving strategy work, inspiring good leadership and ensuring that all activities are rooted in the LINAK mission, vision, values and promises. The dual role ensures a cohesive vision and strategic alignment.

LINAK A/S Leadership Group

The Leadership Group is a combination of both functional and segment leaders, working together to ensure the company's operational efficiency and strategic results.

Functional management

- Chief Financial Officer (CFO): Responsible for financial management and information technology.
- Chief Operating Officer (COO): Responsible for operational management (production, quality, and supply chain) and all factories.
- Corporate Vice President Purchasing: Responsible for procurement and supplier relations.
- Chief Commercial Officer (CCO): Responsible for commercial activities, all sales offices and subsidiaries.

Segment management

- Executive Vice President for DESKLINE® and HOMELINE®: Responsible for strategic management and development of the DESKLINE and HOMELINE segments.
- Executive Vice President for MEDLINE® & CARELINE®: Responsible for strategic management and development of the MEDLINE & CARELINE segment.
- Executive Vice President for TECHLINE®: Responsible for strategic management and development of the TECHLINE segment.

Most members of the LINAK Leadership Group are part of the Sustainability Committee, ensuring that sustainability initiatives are prioritised at all management levels.

Family-owned company



LINAK Global Leadership Group

Family-owned company

At LINAK®, our commitment to sustainability extends beyond our products. It is deeply rooted in our governance and leadership. As a family-owned company, the values and vision of our founder and owner, Bent Jensen, have been instrumental in shaping our company's culture and success. Also, it enables us to adopt a more enduring approach to sustainability.

Our values

- Customer orientation
- Creativity
- The will to change
- Loyalty, openness, and honesty
- Enthusiasm and individual efficiency
- Job satisfaction and helpfulness

Impact on our sustainability approach

As we look to the future, our long-term strategy is to ensure that we continue to deliver on our brand promises and remain a leader in innovation, quality, and responsibility, with local and global presence.

We will prioritise our sustainability initiatives to honour our long-term commitments to stakeholders, including customers, end users, and the local community. This focus allows us to concentrate on the actual impact – both positive and negative – that we have on the environment and the people around us.

How we have chosen to prioritise sustainability topics can be found in our section about double materiality assessment.

LINAK® Group – 2023/24

Family-owned since 1907





Management systems

- ISO 9001:** LINAK® HQ, Australia, China, Danmark, Germany, Slovakia, UK, US
- ISO 14001:** LINAK HQ, Australia, China, Danmark, Slovakia, UK, US
- ISO 45001:** LINAK HQ, Danmark, Slovakia
- ISO 14971:** LINAK HQ



Organisation

LINAK business model



In each step of the LINAK® business model, we focus on enhancing sustainability. We aim to keep improving how we work with our supply chain partners, in manufacturing, innovation, logistics, customer support, and managing the end-of-life for our products. Our focus is on making a positive impact on the environment.



HOMELINE®



DESKLINE®



MEDLINE®



CARELINE®



TECHLINE®





The LINAK® business model is centred around delivering high-quality actuator solutions that enhance the functionality and usability of our customers' products, ultimately improving the lives of end users worldwide. A key component of this model is our strategic supply chain partnerships, which ensure a steady flow of quality components and materials.

By collaborating with trusted suppliers, LINAK maintains stringent quality standards, enabling us to produce reliable and innovative products. Our partnerships are important for us to deliver consistent quality and performance, which are hallmarks of our brand.

The company's world-class regional operations and presence further bolster our business model. Our smart factories are equipped with advanced technologies to optimise production processes, enhance efficiency, and ensure superior product quality.

Our factories are strategically located to serve regional markets effectively, aligning with our brand promise of being local and global and allowing for quick response times and tailored solutions.

Our segment-driven product development approach ensures that we are aligned with the specific requirements of different industries, from healthcare to agriculture.

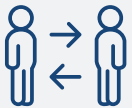
By maintaining close relationships with customers and understanding their unique challenges, we ensure that our solutions not only meet but exceed expectations.

This comprehensive approach enables us to fulfil our mission of improving the lives of end users by enhancing the products they rely on every day.

Double materiality assessment

In 2023, as a preparation for the Corporate Sustainability Reporting Directive, LINAK® conducted its first double materiality assessment. This assessment identifies which sustainability topics are material to our stakeholders and us.

How the double materiality assessment was conducted:



For gaining inputs to the assessment, we conducted stakeholder interviews with both internal and external stakeholders. The inputs from the interviews were combined with information gathered from in-house subject matter experts.



The Sustainability Committee was invited to a workshop where the findings from the interviews were presented. Also, all sustainability topics from the European Sustainability Reporting Standards were discussed and assessed on two factors:



- An assessment on the positive and negative impacts that LINAK have on people and the environment. Scale, scope, irremediable character, and probability of the impact were assessed and scored.

- An assessment on the financial impact of the sustainability topic on LINAK. For this, the market impact, the potential financial impact, and the potential brand perception impact of the topic were assessed and scored.



The assessed topics were plotted into a graph, with the impact assessment scoring on the Y-axis and the financial assessment scoring on the X-axis.



The double materiality assessment was verified by our Sustainability Committee, and our focus areas were established (highlighted in bold on page 13).

Results of our double materiality assessment



Environmental

1. Carbon emissions
2. Resources use & circularity
3. Product design & circularity
4. Biodiversity
5. Pollution
6. Water and wastewater



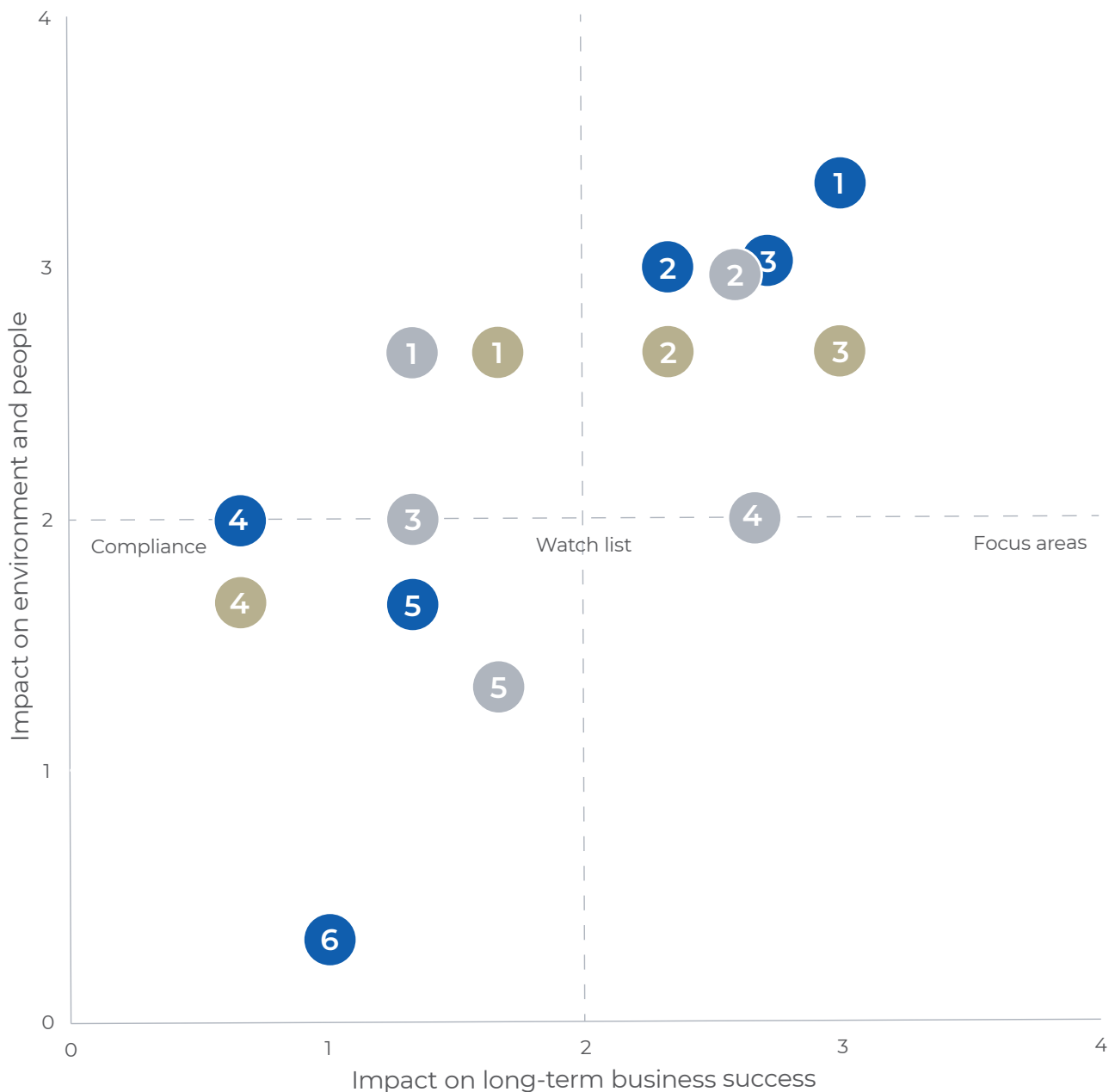
Social

1. Community engagement
2. Employee engagement
3. Diversity, equality & inclusion
4. Employee health
5. Labour practices



Governance

1. Business ethics
2. Market ESG expectations
3. Sustainable supply chain
4. Data privacy and security



LINAK focus areas

Environmental

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



13 CLIMATE ACTION



Carbon emissions – this topic includes emissions from our operations (scope 1 and 2) and also emissions from our value chain (scope 3).

Product design and circularity – we focus on how our products are designed and their life cycle impact. Designing low-impact products and adhering to circular business models.

Resource use and circularity – we look at how we use resources, manage packaging and waste, and make the shift to circular resources and zero waste.

Social

8 DECENT WORK AND ECONOMIC GROWTH



4 QUALITY EDUCATION



Employee engagement – this topic is about how connected and committed our employees feel towards their work and LINAK®. By building a sense of community, we can boost motivation, productivity, and overall job satisfaction.

Governance

8 DECENT WORK AND
ECONOMIC GROWTH



12 RESPONSIBLE
CONSUMPTION
AND PRODUCTION



Sustainable supply chain – this topic involves sustainable procurement and supply chain management to prevent risks related to environment, human rights, and geopolitical issues.

Market ESG expectations – this topic focuses on the ability to adapt to increasing expectations on sustainability and to convert expectations into strong value propositions.

Turning words into action



THE GLOBAL GOALS For Sustainable Development

LINAK supports the Sustainable Development Goals

Following a comprehensive double materiality assessment, we have chosen to focus on six key areas to advance our sustainability initiatives within the ESG categories.

These areas also support and contribute to the United Nations Sustainable Development Goals (SDGs). By integrating these initiatives into our operations, we also reflect our LINAK brand promise of delivering sustainable solutions that enhance quality of life, ensuring that our actions resonate with our dedication to both innovation and responsibility.

Environmental

At LINAK®, we are dedicated to sustainability and reducing our environmental impact. Central to our ESG strategy is the management of carbon emissions, a key factor in combating climate change. This section highlights our efforts to measure and manage carbon emissions across our operations and supply chain.

LINAK focuses on reducing energy consumption while producing sustainable solutions based on design and market requirements. We started as early as 2004, when we invested in an HVAC control system. An investment which laid the foundation for our ongoing sustainability journey. Since then, we have made significant changes to our business and processes to improve the impact they have on the environment.

Living up to our LINAK promise of being Local & global, we engage with local communities and stakeholders at our global locations to develop tailored strategies for reducing carbon emissions.

By addressing the specific environmental challenges of each region, we can effectively implement sustainable solutions. This localised approach not only minimises our carbon footprint but also strengthens partnerships with local organisations, communities and governments.

Through these collaborations, we support global carbon reduction goals and promote sustainable development in the local communities.





Moving towards a greener future

In 2023, LINAK® committed to the goals of the Paris Agreement, and we are in the process of setting short-term goals that will help implement our strategy and turn commitments into positive impact.

To limit the global temperature increase in this century to 1.5 degrees Celsius, the Paris Agreement requires companies to focus on:

- Carbon-neutral operations
- Reducing suppliers' emissions
- Helping customers reduce their footprints

Our ambition by 2030:

**70% reduction in
scope 1 and 2**

**25% reduction in
scope 3**

Carbon emissions

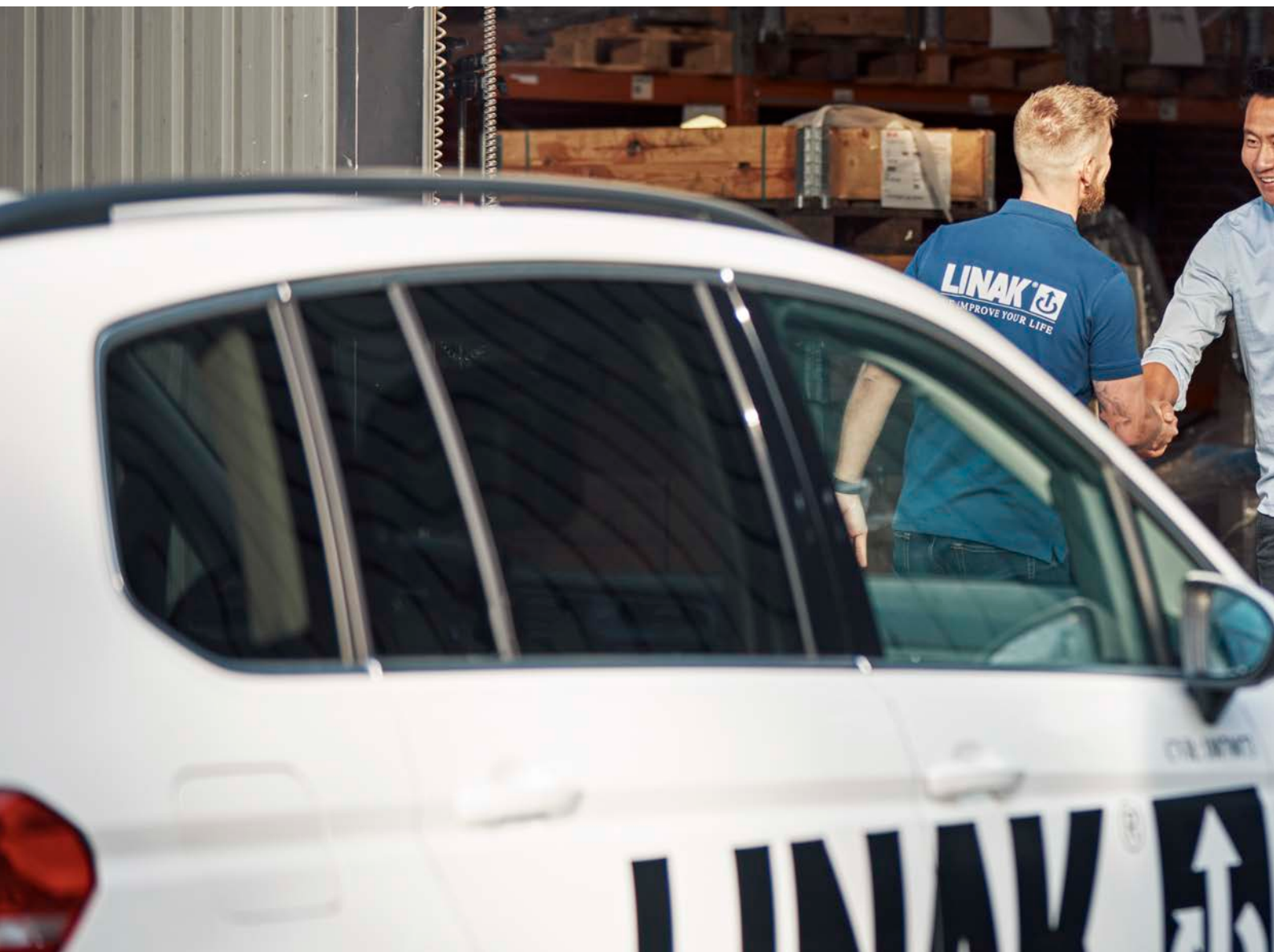
In our ongoing commitment to environmental responsibility, we have set ambitious targets to significantly cut our carbon footprint by 2030.

Scope 1 and 2 emissions

Scope 1 emissions come directly from sources that are owned or controlled by LINAK®, such as emissions from company vehicles and on-site fuel combustion. Scope 2 emissions, on the other hand, are indirect emissions from the generation of purchased electricity, heating, and cooling consumed by LINAK. By focusing on these areas, we are working to enhance energy efficiency, transition to renewable energy sources and

implement innovative technologies to minimise our environmental impact.

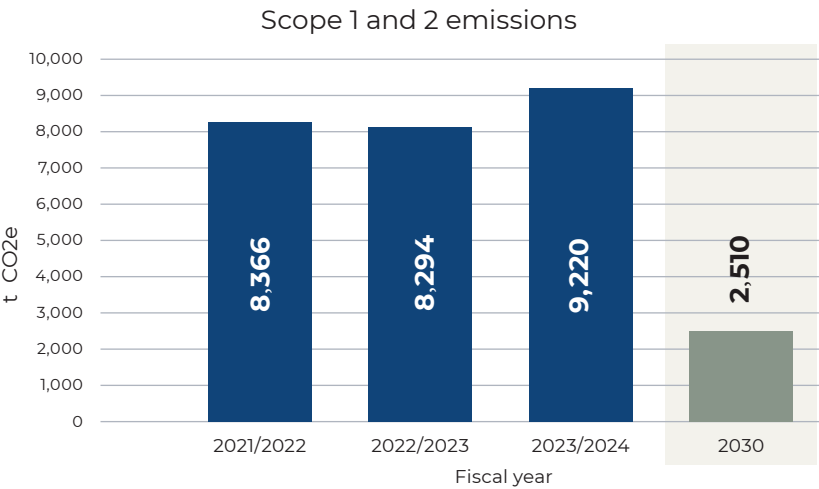
The largest contributor to our scope 1 and 2 emissions is from the use of electricity at our factories and subsidiaries. Here, LINAK HQ is the largest site contributor. The second largest contributor is the emissions related to heating at our factories and subsidiaries.



Compared to previous years, we have seen a slight increase in scope 1 and 2 emissions. This increase is mainly caused by two factors:

- The increased production ramp-up at our newest factory LINAK® Thailand (production started Q1 2021).
- A slight increase in electricity consumption at our HQ combined with slightly higher electricity emission factors.

With our FY 2021/22 as baseline, LINAK has an ambition to reduce market-based scope 1 and 2 emissions by 70% by FY 2029/30.



Carbon emissions



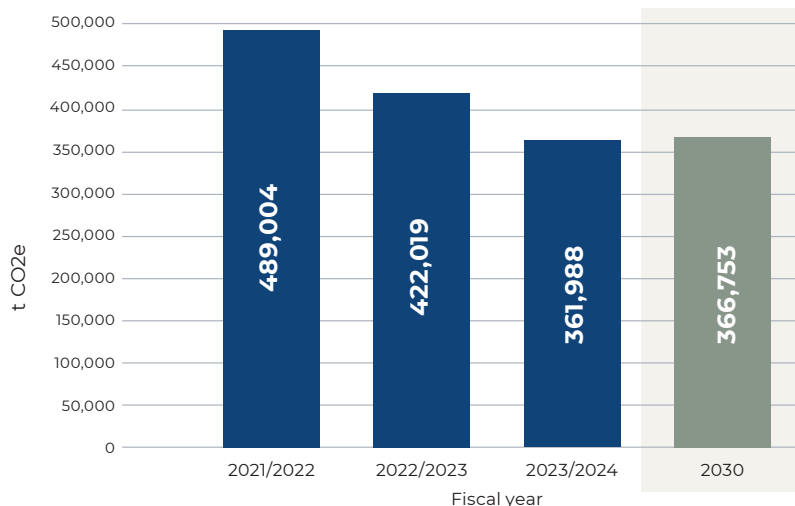
Scope 3 emissions

Scope 3 emissions include all indirect emissions that occur in the LINAK® value chain, including upstream and downstream activities, such as supplier emissions, product transportation, and the use of sold products.

We believe in collective action and work together with our suppliers and partners to identify opportunities for reducing these emissions. By setting reduction targets, we follow our sustainable practices, and we also align with global efforts to mitigate climate change.

For FY 2023/24, we saw a sharp 14.2% decrease in our scope 3 emissions compared to last year, mainly due to business-related circumstances rather than our reduction activities. A significant factor was the decrease in purchased goods caused by a high component stock built up during the Covid-19 pandemic. The decrease in purchased goods accounts for the majority of the CO₂e reductions.

Scope 3 emissions



Also, scope 3, category 11 emissions (use of sold products) fell by 7.7%, mainly due to fewer products sold compared to the previous year. We expect scope 3 emissions to increase in the coming years, as business has resumed to normal after the Covid-19 pandemic years.

Category	FY 2021/22 (t CO2e)	FY 2022/23 (t CO2e)	FY 2023/24 (t CO2e)
Purchased goods and services	364,810	297,264	263,616
Capital goods	37,896	43,616	23,899
Fuel and energy-related activities	1,395	1,301	1,231
Transport upstream	12,615	12,035	10,694
Waste in own operations	227	217	193
Business travel	491	469	416
Employee commuting	1,687	1,670	1,604
Transport downstream	944	900	800
Use of sold products	68,138	63,782	58,856
End-of-life treatment	801	764	679
Total emissions	489,004	422,019	361,988

Total scope 1, 2, and 3 emissions

Our total emissions come to 371,208 t CO2e. With our scope 1 emission accounting for 0.5%, scope 2 emissions for 2.0%, and scope 3 for 97.52%.

FY 2023/24	t CO2e
Scope 1	1,970
Scope 2	7,250
Scope 3	361,988
Total emissions	371,208

Our journey towards decarbonisation

CO2e reduction levers

We have identified different reduction levers that we can pull to reach our emission targets.

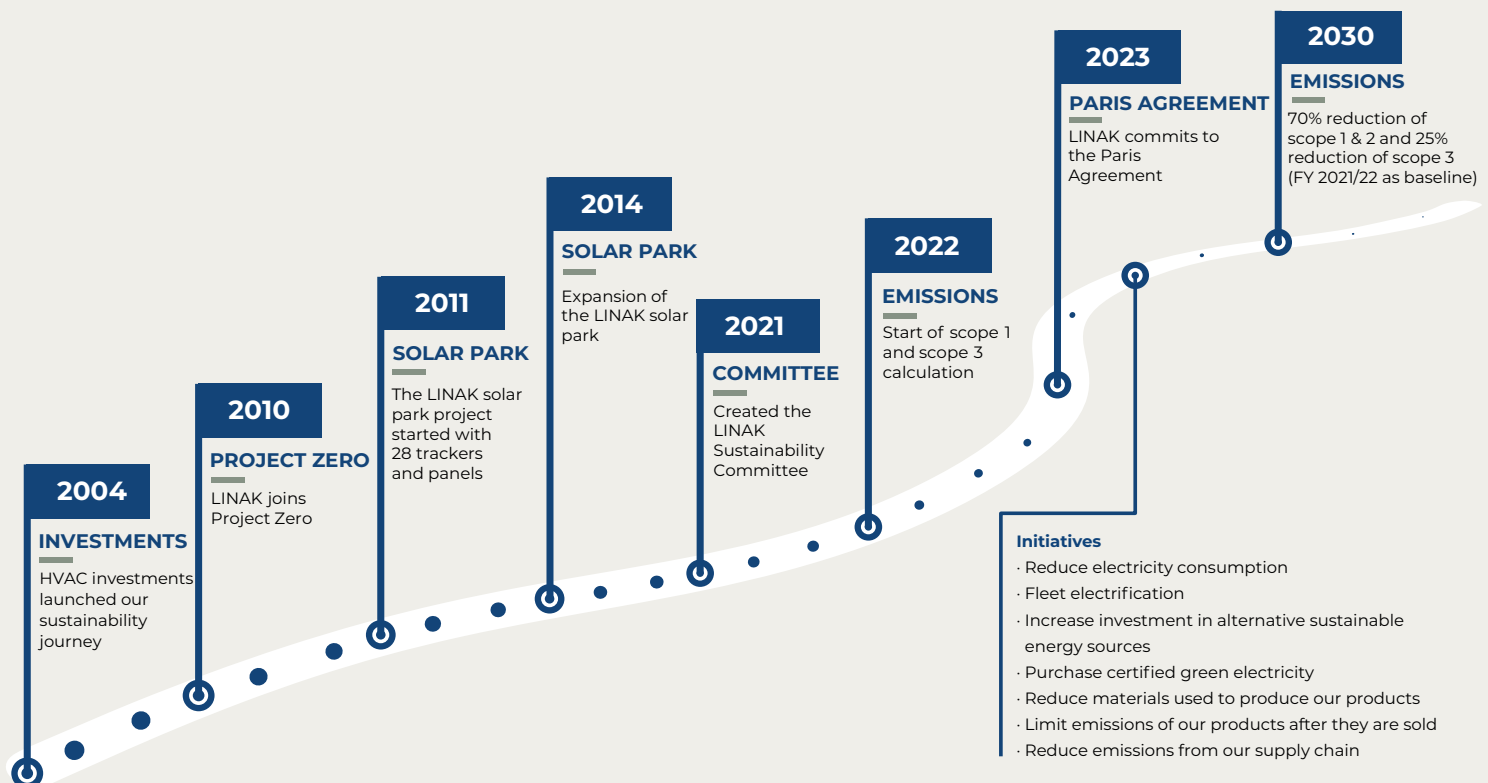
Reduction levers for scope 1 and 2

- Reduce and limit electricity consumption, and increase electricity efficiency (e.g. implementing energy-efficient lighting).
- Fleet electrification.
- Increase our investment in alternative sustainable energy sources at our factories and subsidiaries.
- Purchase certified green electricity (e.g. Guarantees of Origins).

Reduction levers for scope 3

- Reduce the materials used to produce our products. This includes reducing material content in our products and minimising packaging.
- Reduce the power consumption of our products to limit their emissions during use.
- Increase focus on the emissions from purchased goods and services by having lower-impact options as an integrated sourcing parameter.

For scope 3 emission reductions, it is essential to integrate a variety of initiatives, as scope 3 makes up the largest percentage of our total emissions. But irrespective of scope, we want to live up to our ethical practices, prioritising the interests and wellbeing of all parties affected by our operations.



Product design and circularity

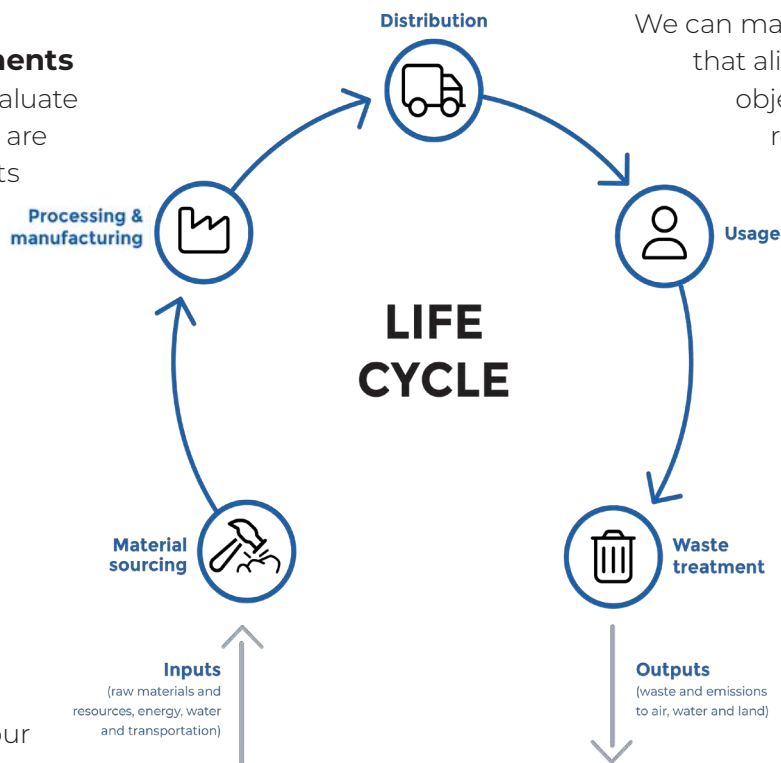
Product design and circularity is of strategic importance to LINAK® and has been identified as a focus area in our double materiality assessment. Our definition of product design and circularity is: Design and life-cycle impact of products and solutions. Design for low impact and circular business models.

product’s life cycle, from raw-material extraction through manufacturing, distribution, usage, and end-of-life disposal. With these data, we can pinpoint critical areas for reducing our carbon footprint and implement more sustainable practices.

Life-cycle assessments

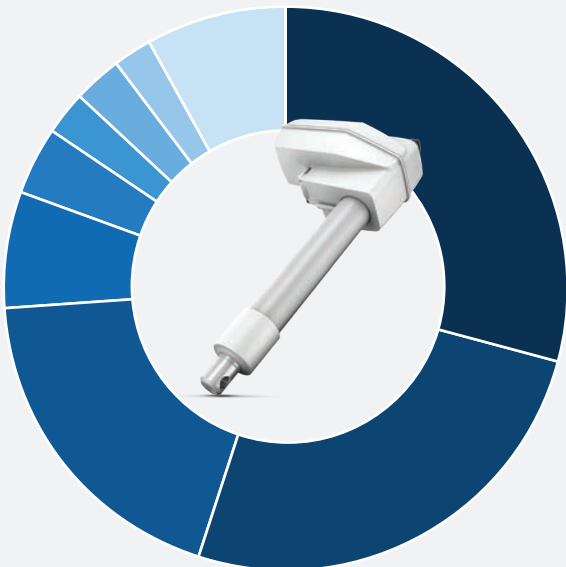
One of the tools to evaluate our life-cycle impacts are Life-cycle assessments (LCAs). LINAK uses a software tool to calculate product carbon footprint and to perform LCAs. The assessments enhance the transparency of our products.

The software tool helps measure and analyse the carbon emissions associated with every phase of our



We can make informed decisions that align with our sustainability objectives and legal requirements, following the principles of the ISO 14040 and ISO 14044 for life-cycle assessments.

The data also enhances our ability to transparently communicate our cradle-to-gate performance to customers and other stakeholders.



Product footprint LAXX

The graph shows a kg CO2 equivalent breakdown of the highest contributors.

- Standard motor
- Outer tube
- Endstop
- Motor house + back fixture
- Spindle
- Inner tube
- Injection moulding
- Enclosure
- Others

Chemical compliance

At LINAK®, chemical compliance is a key part of our operations, ensuring our products meet strict legal requirements while prioritising safety and environmental responsibility. Using a comprehensive platform, we efficiently track and report chemical substances within our supply chain.

We are committed to transparency and sustainability in our product range. We recognise that some components may contain Substances of Very High Concern (SVHC) on the REACH Candidate List and substances restricted under RoHS.

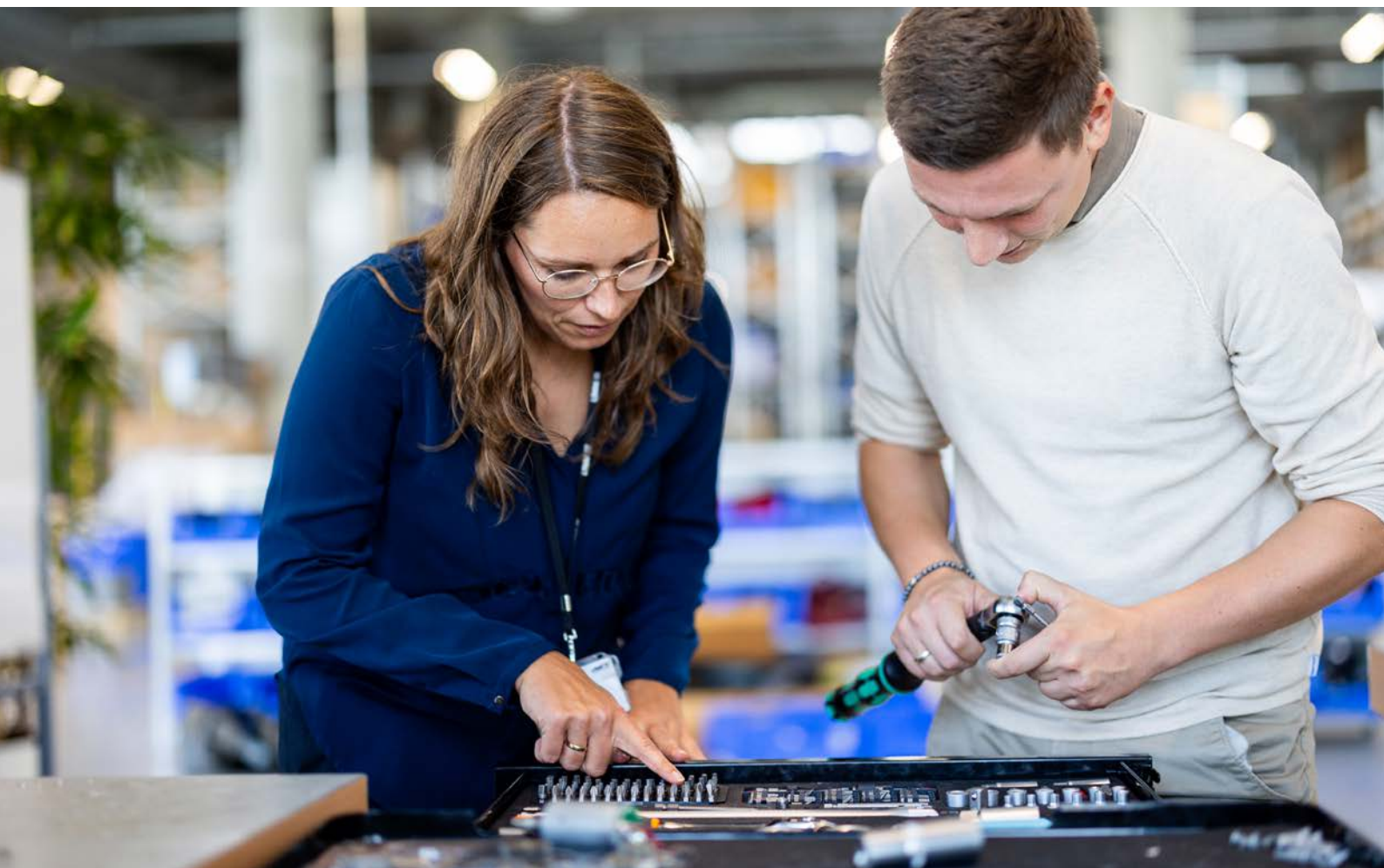
Both SVHC and RoHS substances are regulated under the European Union's REACH regulation (Registration, Evaluation, Authorisation, and Restriction of Chemicals) and RoHS directive (Restriction of Hazardous Substances).

If these substances are included in our products, it is with valid exemptions, allowing us to use them while remaining compliant with regulations.

Whenever possible, LINAK will replace components containing such substances.

Additionally, some components may contain Per- and Polyfluoroalkyl Substances (PFAS). In response to increasing regulatory and environmental focus on PFAS, we are actively mapping these substances within our supply chain. This important process helps us understand PFAS in our products and ensures compliance with evolving regulations.

Our commitment to continuous improvement enhances safety and sustainability of our products while effectively managing the complexities of chemical compliance.



Resource use and circularity

At LINAK®, we prioritise minimising resource use, including resources that are not a direct part of our products.

We strive to reduce waste wherever possible, and we do what we can to maximise recycling efforts and divert as much waste as possible from incineration to more sustainable recycling processes.

Waste

In FY 2023/24, LINAK generated a total of 2,093 tonnes of waste across our sites with more than

50 employees. This waste is categorised into 90.3% non-hazardous waste and 9.7% hazardous waste.

Looking ahead to next year, we will standardise the waste codes used across our factories to enable more comparable data regarding waste fractions, enhancing our ability to track progress and identify areas for improvement in our waste management practices.

Waste (tonnes)	LINAK HQ	LINAK US	LINAK China	LINAK Slovakia	LINAK Thailand	LINAK Denmark	LINAK Germany	Total
Waste in total	1,384.11	Data N/A	173.98	372.67	118.04	22.52	21.41	2,092.73
Non-hazardous waste	1,245.96	Data N/A	146.01	343.43	111.49	22.36	21.35	1,890.06
Hazardous waste	138.15	Data N/A	27.97	29.24	6.55	0.16	0.07	202.14



Energy

In FY 2023/24, our sites with more than 50 employees consumed a total of 21,902.94 MWh of energy, with electricity being the primary contributor.

Notably, the solar panels installed at LINAK® HQ and our factories in the US and Thailand

generated enough electricity to cover approximately 12% of our overall electricity consumption.

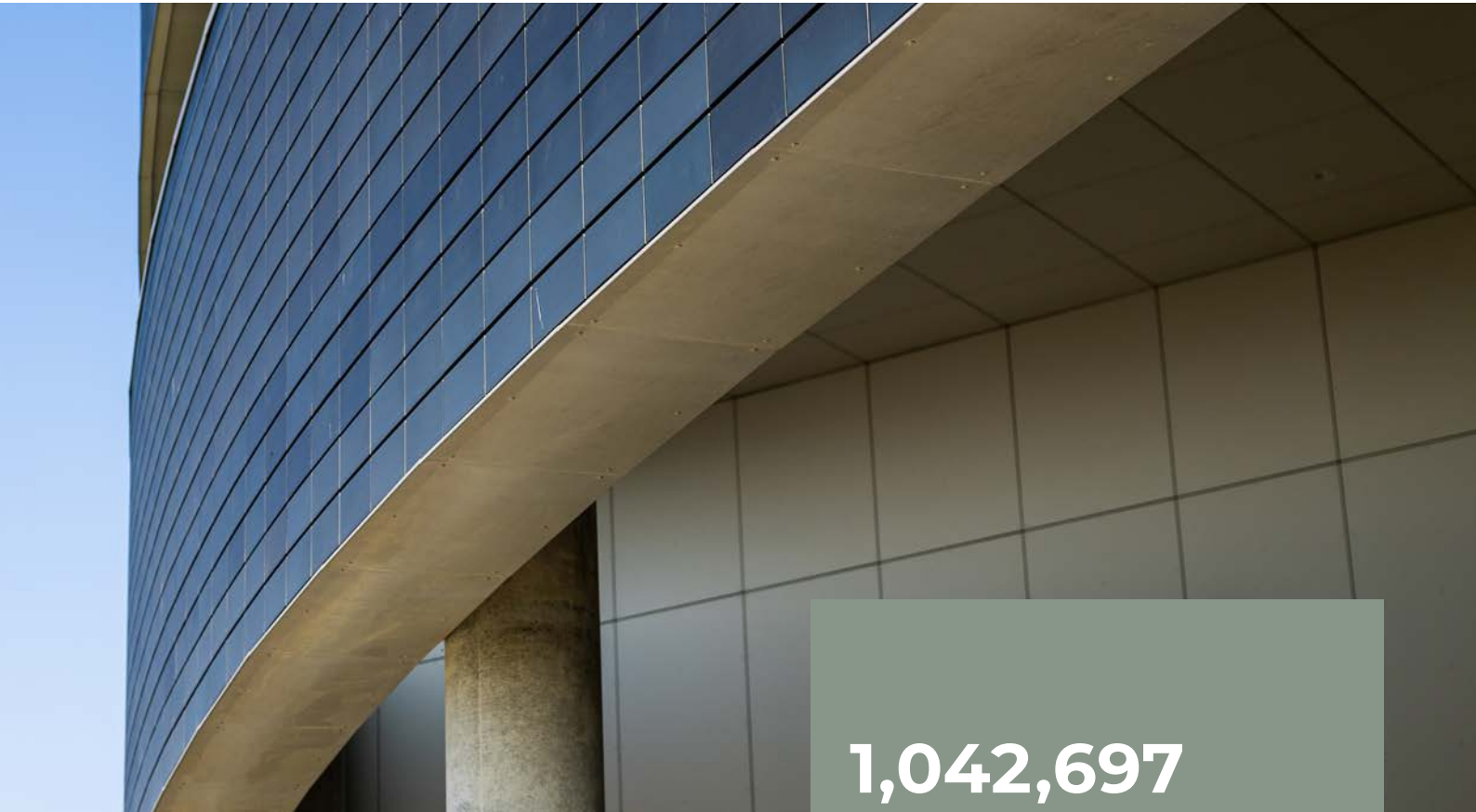
The second largest contributor to our energy usage is stationary energy, with natural gas being the most used type.

Energy consumption in 2023/24 at factories and subsidiaries with more than 50 employees

Energy consumption (MWh)	LINAK HQ	LINAK US	LINAK China	LINAK Slovakia	LINAK Thailand	LINAK Danmark	LINAK Germany	Total
Energy in total	10,200.79	3,066.93	1,229.80	2,298.79	3,779.85	737.83	588.95	21,902.94
Electricity	7,604.92	3,066.93	1,172.13	1,282.84	2,947.00	152.59	55.39	16,281.70
Renewable electricity share	12%	2%	–	–	33%	–	–	12%
Stationary energy	2,385.26	1,253.95	–	955.88	808.89	317.84	–	5,721.82
Other	210.61	389.20	57.67	60.07	23.96	267.41	533.55	1,542.48



Turning environmental commitments into impact



1,042,697
kWh
from solar panels at
LINAK HQ (2023/24)

Our focus for FY 2024/25

Objectives completed FY 2023/24
Implemented LCA tool
Completed mapping of scope 3

Goals for FY 2024/25
LCAs ready for selected products
CO2e reduction targets approved by SBTi
Complete mapping of PFAS
Reduce scope 1, 2, and 3 emissions
Purchase renewable-energy certificates

Social

At LINAK®, we know that our success is connected with the wellbeing of our employees, the communities we are a part of, and the broader society. Our commitment to employee engagement is an important part of our sustainability strategy, guiding us to foster an inclusive, supportive and empowering environment for all stakeholders.

In this section of our report, we highlight our efforts to enhance employee engagement and contribute positively to the communities around us. We believe that by investing in our employees and nurturing strong community relationships, we can drive sustainable growth and create lasting value.

Employee engagement

At LINAK, we strive to contribute to a sustainable future by promoting a supportive workplace culture. Our goal is to engage employees and instil a sense of pride in being part of the LINAK team.

We recognise our responsibility as a company, and we are proud that we are able to support local educational institutions, sharing our experience and knowledge for the benefit of community.

Additionally, we also want to support local organisations through initiatives like sponsorships.

Role model workplace

We strive to be a role model workplace – a place where our employees are truly engaged and enjoy a safe work environment.

It is important to us that our employees and the communities we interact with perceive us as a proper company where our actions are rooted in our values and our high ethical standards.

In the following, we highlight our current and future initiatives aimed at strengthening our commitment to being a role model workplace.



Employee engagement survey

We want to be a good workplace for our employees. Their opinion matters, which is why we have implemented an Employee engagement survey. This survey is spilt into three parts (Value, Leadership, and Wellbeing), evaluating our employees' perception of how our values are lived in the organisation and keeping us updated on the wellbeing of our employees. Together, the three parts give us an understanding of our employees' engagement and satisfaction with LINAK®, and we use the scores from the survey to find areas of improvement.

The latest Employee engagement survey included all subsidiaries except China and Norway. The response rate among all employees across all functions was more than 87%. This shows a commitment and engagement among the employees to give feedback on how they see our values and how is their wellbeing. The next round of surveys will be conducted in FY 2024/2025 and FY 2025/2026.

The results of the employee engagement score for FY 2022/23 and 2023/24 were:

	Average score (score 1–5 with 5 being the best)	Percentage (positive responses)
Survey part	4.2	85%
Value	4.2	84.5%
Leadership	4.2	86%
Wellbeing	4.2	83.9%
Total	4.2	84.8%

We have achieved our goal of an average score of 4.2 (on a scale of 1 to 5, with 5 being the highest) and are close to our target of 85% positive responses.

However, we acknowledge the need for ongoing improvement to fully embody our values and prioritise employee engagement.

To address these areas, each subsidiary has created action plans focused on continuous development and a commitment to integrating our values throughout the organisation.

LINAK leadership values

Our leaders play a crucial role in embodying our values. To support this, we have established clear expectations for effective leadership at LINAK, outlined in our leadership values:

- Goal-oriented
- Follow-up
- Drive
- Holistic approach
- Respect our employees
- Employee development
- Communicating

Seniority and employee turnover

At LINAK®, we are proud to report an average employee seniority of 9.5 years, reflecting our commitment to an engaging workplace.

This level of experience enables us to maintain high professional standards and drive innovation across our operations. It is part of our values to promote a culture of continuous learning and development, and we ensure our employees continuously stay up to date with industry advancements.

This allows us to meet the changing needs of our customers while following our values, ethics, and sustainability commitments. Our overall

employee turnover rate is 12.2% for the reporting period, with 7.9% for permanent employees and 4.3% for temporary staff (including interns and students).

Understanding these figures helps us improve the retention of our employees and ensure workforce stability. We are actively looking into the reasons behind our turnover rates (e.g., through exit interviews) and are taking steps to enhance employee satisfaction and retention.

9.5 years
average seniority at
LINAK worldwide
(2024)



Employee development dialogue and competence development

We highly value our Employee Development Dialogues (EDD) and performance reviews as they are essential for enhancing employee engagement and align with our brand promise of fostering a supportive environment where everyone can thrive.

Currently, a total of 63% of our employees (75.8% salaried and 49.1% hourly-paid employees) have participated in a formal dialogue at least once in the last fiscal year.

These conversations support personal and professional growth while aligning individual career goals with company objectives.

We recognise their positive impact on employee satisfaction and motivation, and we aim to expand this opportunity to even more employees next year. By allowing everyone to discuss their career aspirations and development needs, we ensure our employees feel valued and supported.



Diversity and inclusion

At LINAK®, we are guided by our values of 'job satisfaction and helpfulness' and 'loyalty, openness, and honesty', and we are dedicated to creating an inclusive workplace where every employee feels valued and respected.

We believe that diverse perspectives strengthen our team and encourage employees to challenge the status quo through our values 'creativity' and 'the will to change'.

We strive for a fair recruitment process for all genders, recognising our role in a traditionally male-dominated technical industry. We use

gender-neutral language in job advertisements and invite qualified candidates for interviews, regardless of gender.

Our assessments focus on relevant skills and qualifications to ensure fairness, including for top management positions, where hiring is based solely on skill set.

Our low management turnover rate allows us to retain our loyal and effective leaders. Currently, our Board consists of seven members; three women and four men, including one female and two male employee representatives.

Gender measures	Female		Male		Total	
	#	%	#	%	#	%
Employees	923	37.8	1,520	62.2	2,443	100
Top management	3	30	7	70	10	100
Board	3	42.8	4	57.2	7	100

All employees should be treated fairly, and this is also reflected in our salary structure. We use Mercer's methodology to ensure fair compensation based on objective criteria such as job category, education, experience, and individual contribution, in line with industry standards.

Our total annual pay ratio is 8, comparing the highest paid employee to the average salary. The gender pay gap is 21.4, which may seem significant. However, analysis of a representative sample of employees at LINAK HQ, accounting for half of our workforce, shows that women earn

more than men in some job categories and vice versa in others, mainly due to factors such as seniority.

In addition, all LINAK employees at sites with more than 50 employees earn more than the minimum wage in their respective countries.

Workplace assessments

Our LINAK® workplace assessment covers the following areas:

- Physical working environment
- Psychosocial work environment
- Chemical and biological factors
- Ergonomics
- Work environment training and information
- Safety, accidents, and fire

The purpose is to gather valuable employee feedback to identify strengths and areas for improvement in our organisation. By addressing this feedback and implementing targeted strategies, we aim to continuously enhance the working environment and minimise health risks.

Currently, we conduct assessments at LINAK HQ and LINAK Denmark, and we are planning a global rollout in the coming years.

The latest assessment at LINAK HQ took place in late summer 2024 and will be included in the next ESG report. We also plan to develop a rollout strategy for subsidiaries in FY 2024/25.

Incidents

LINAK is committed to maintaining a safe and healthy work environment by closely monitoring safety performance through key indicators at our factories.

We strive to create a safe working environment for our employees with established working environment policies and ongoing initiatives to reduce workplace incidents, thereby promoting a culture of safety first.

By fostering open communication and encouraging the reporting of near misses, we proactively address potential hazards.

Safe incidents	HQ	US	SK	CN	TH	DE	DK	Total
Working environment policies	+	+	+	+	+	+	+	+
Committed to H&S management system	ISO45001 + DK legislation	US legislation	ISO45001 + SK legislation	CN legislation	TH legislation	DE legislation	ISO45001 + DK legislation	Yes
Work place assessment	+	–	–	–	–	–	+	Only in Denmark
Fatalities	0	0	0	0	0	0	0	0
Number of work-related accidents (w. absence)	7	2	0	1	0	0	3	13
Lost time injury frequency rate	4.2 ppm	3.5 ppm	0 ppm	2 ppm	0 ppm	0 ppm	32.6 ppm	3.7 ppm
Days lost to work-related injuries	190 days	8 days	0	5	0	0	10 days	213 days

*ppm = parts per million

Health and safety

At LINAK®, ensuring the health and safety of our employees is our top priority. Our work environment should be safe both physically and mentally. To achieve this, we have implemented safety policies in all our factories.

We are also establishing global workplace assessments that aim to measure employee

satisfaction with their physical and psychosocial environments while identifying areas for improvement.

Our commitment to each other's welfare, along with our values of 'Job satisfaction and helpfulness', is essential for fostering a safe and supportive workplace.



Community engagement



LINAK® actively engages with the communities around our operations, recognising the importance of contributing to a sustainable society. Our global initiatives include partnerships with local organisations, support for educational programmes, and participation in community projects.

By investing in these areas, we hope to create positive, lasting impacts that enhance the quality of life in the regions where we operate. This commitment fosters pride among our employees, strengthening their connection to LINAK and the communities we serve.

Collaboration with educational institutions

We embrace our corporate responsibility to empower local educational institutions by sharing the expertise we have developed over the years.

We collaborate with universities and schools through internships, thesis/project partnerships, visits, student jobs, apprenticeships, and product sponsorships.

In FY 2023/24, we are proud to have achieved the following global collaborations:

- 40 university interns
- 23 apprenticeships
- 27 student workers
- 9 primary school interns
- 20 thesis/project collaborations
- 30+ guest lectures and visits at our sites for educational institutions.

We invest time and resources to support the development of pupils and students in our local communities, ensuring a resilient workforce in the future.

Social protection

Life happens, and LINAK® takes social responsibility. Being a role model workplace means providing support to our employees during challenging life events, such as job loss, illness, childbirth, child-rearing, and retirement.

At our sites with more than 50 employees, employees who meet specific criteria are supported during these times, either through our own LINAK initiatives or public regulations in their respective countries.



Turning social commitments into impact



86% of our employees believe our leaders live out our leadership values

Our focus for FY 2024/25

Objectives completed FY 2023/24
Launched Employee engagement survey
Updated workplace assessment survey tool for HQ
Established the foundation for collecting social data from our factories
Vast majority of our subsidiaries on-boarded EDD in HR system for salaried employees

Goals for FY 2024/25
Continue the roll out of our Employee engagement survey to China and Norway
Introduce updated workplace assessment tool and plan global roll-out
Continue expansion of EDD, and investigate opportunities to include non-salaried employees

Governance

At LINAK®, strong governance forms the foundation of our commitment to integrity, transparency, and accountability. We believe that robust governance practices are essential for maintaining the trust of our stakeholders and ensuring the long-term success of our organisation.

In this section, we outline the frameworks and policies that guide our decision-making processes and uphold our ethical standards.

Our values drive our culture and ultimately shape the way we conduct business. From our sustainability governance structure and risk management strategies to our compliance initiatives, we are dedicated to fostering a culture of responsibility and ethical conduct at every level

of our company. We empower our employees by decentralising decision-making, allowing them to address challenges directly. Our governance practices not only support our focus areas but also reinforce our commitment to sustainable and responsible growth.

Business conduct

Our mission is to improve people's lives through the products we provide, and it is fundamental to LINAK that we achieve our goals without compromising our ethical values.

Our dedication to integrity, fairness, and responsibility guides our actions and decisions, ensuring we treat our employees with respect, care for the environment, and engage honestly with our stakeholders and business partners.



Ethics Handbook

The LINAK® Ethics Handbook is a comprehensive guide that helps employees understand and adhere to our core ethical guidelines and standards. It outlines the expected behaviours and practices that reflect our LINAK commitment to integrity, fairness, and responsibility.

Training on ethical behaviour

The LINAK internal training programme educates and empowers employees to implement our commitment to ethical, sustainable, and socially responsible practices. This training is an important part of our broader strategy to ensure all employees align with the LINAK values and the principles outlined in the Ethics Handbook

Whistleblower function

LINAK has established a whistleblower scheme to enable employees, business partners, and other affected third parties to report suspicious activity or non-compliance with our ethical guidelines. Reports can be made anonymously.

Employees can access the whistleblower portal through our employee portal or website, while external stakeholders can access it via our website.

In FY 2023/24, LINAK had 0 reported cases.

For FY 2024/25, we aim to increase awareness of our whistleblower scheme. Internally, it will be included in our updated Ethics Handbook and training, while externally, it will be featured in our revised Code of Conduct.



Sustainable supply chain

The supply chain at LINAK® is a vital component of our business success. With suppliers located worldwide, we source a diverse range of components. We are committed to addressing the ESG impacts within our supply chain through the following initiatives:

Code of Conduct

We believe that ethical business practices should extend throughout our supply chain. To ensure this, we have established a comprehensive Code of Conduct that outlines our expectations for suppliers.

Key principles include:

- Upholding workers' rights to freedom of association
- Rejecting all forms of forced and child labour
- Adhering to legal limits on working hours
- Prohibiting discrimination
- Supporting a precautionary approach to environmental challenges and actively working to reduce environmental impact
- Rejecting corrupt practices

Our business agreements with suppliers require adherence to this Code of Conduct.

In FY 2023/24, 67.6% of our suppliers in scope (188 out of 278) signed agreements incorporating our Code of Conduct.

For FY 2024/25, we will introduce an updated Code of Conduct and focus on its implementation with our suppliers.

Due diligence survey

To monitor the effectiveness of our supplier due diligence, we have developed a self-screening tool.

Launched in Q1 2023, this tool covers Management, Human rights, Labour, Environment, and Anti-corruption. It is mandatory for all suppliers, from whom we purchase more than a certain amount, to complete this self-screening.

New suppliers will undergo this screening, while existing suppliers will be screened regularly. We also conduct on-site audits, with a dedicated section focused on compliance with our Code of Conduct and ethical requirements.

Sustainability governance

Sustainability at LINAK® is anchored in our Sustainability Committee. The Committee decides on the LINAK strategy and approach to sustainability.

If any decisions are too extensive to be made in the Sustainability Committee, the final decision is made in the LINAK Leadership Group. Reporting on ESG progress is also handled in this Committee.

The Committee consists of 15 people from LINAK HQ representing all areas of LINAK, with eight of the participants also being part of the Leadership Group. The Committee leaders are our Vice

President of Quality, Jette Jensen, and our Vice President of HR, Lars Uhd Nørgaard.

At operational level, sustainability is integrated throughout the organisation without a dedicated sustainability department. Instead, tasks related to sustainability – such as data collection, risk mitigation, and progress reporting – are managed within individual departments by those who possess the relevant expertise.

This approach ensures that sustainability is a shared responsibility and embedded in our everyday operations.



Policies

Code of Conduct

We have a Code of Conduct, which sets the direction of the behaviour that is expected from ourselves and our business partners. The Code of Conduct sets expectations that our suppliers are required to meet.

Ethics Handbook

This Handbook serves as the Code of Conduct for all employees, outlining our expectations for behaviour, decision-making, and interactions within the company. It addresses key topics such as personal interests, gifts, discrimination, bullying, bribery, and environmental responsibility.

Environmental policy

We are committed to developing products that consume minimal energy and utilise approved materials, ensuring we do not place unnecessary strain on the environment.

Our goal is to employ optimal technology in our manufacturing processes and to promote environmental awareness among our employees, encouraging eco-friendly practices throughout the organisation.

Working environment policy

We provide a safe and healthy workspace, striving to ensure that no employee experiences physical or mental harm. Our focus on prevention forms the cornerstone of our health and safety initiatives.

Additionally, we promote a positive working environment by fostering supportive behaviours and implementing health-promoting initiatives and activities.

Quality policy

We are dedicated to delivering consistent quality and innovative products to our customers.

This commitment encompasses ensuring quality in all processes, adhering to requirements, pursuing continuous improvement, and providing exceptional service at every customer touchpoint.

Conflict minerals policy

We collaborate with our suppliers to enhance transparency within the supply chain. Suppliers providing components or materials containing any of the 3TG minerals (Tin, Tungsten, Tantalum, or Gold) must work towards conflict-free sourcing from e.g. the Democratic Republic of Congo.

Suppliers are required to conduct their own Reasonable Country of Origin Inquiry (RCOI) and due diligence processes to ensure valid and reliable conflict-free sourcing.

We expect our suppliers to extend these practices to their own suppliers to guarantee traceability of conflict minerals back to the originating smelters.

Purchasing policy

LINAK® ensures that our global purchasing aligns with our goals, supporting sustainable growth through strategic collaboration with suppliers.

This policy emphasises risk management, value sourcing, and category management. Suppliers must meet criteria for competitiveness and sustainability, with mandatory contracts and compliance focused on resilience and sustainability.

Data protection policy

LINAK is a lawful and reliable partner in our relationships with customers, suppliers, employees, and other stakeholders, in accordance with GDPR.

We process personal data legally and responsibly, implementing appropriate systems, procedures, and technical measures to protect personal data while demonstrating compliance with applicable data laws.

Whistleblower policy

The objective of this Whistleblower policy is to offer LINAK Group employees a safe and protected mechanism for reporting violations or suspicions of violations of applicable laws, regulations, and the guidelines outlined in the LINAK Ethics Handbook.

EcoVadis

EcoVadis™ is a globally recognised platform that provides sustainability ratings for companies, helping them assess and improve their environmental, social, and ethical performance.

The rating system evaluates companies on criteria such as environmental impact, labour and human rights, ethics, and sustainable procurement.

This comprehensive assessment allows companies to identify areas for improvement and benchmark their performance against industry standards, enhancing transparency and accountability in sustainability efforts.

At LINAK®, we have embraced the EcoVadis platform to evaluate and enhance our

sustainability performance. We are proud to have received the 'Committed' badge rating, which reflects our dedication to sustainable practices.

In 2024, we are actively working to elevate our sustainability performance by addressing areas identified in the EcoVadis assessment.

Additionally, we leverage the insights gained from EcoVadis to support our customers, providing them with the data and information needed to understand and advance their own sustainability journeys. By using EcoVadis, we not only strengthen our commitment to sustainability but also empower our customers to make informed decisions and foster a more sustainable future together.



Turning governance commitments into impact

Our focus for FY 2024/25

Objectives completed FY 2023/24
Code of Conduct survey implemented and supply chain screened
Purchased supplier resilience tool
Purchased supplier segmentation tool
First EcoVadis™ rating: 'Committed'
First ESG Report

Goals for FY 2024/25
Update Code of Conduct
Update Ethics Handbook
Update Ethics training
Silver rating with EcoVadis™
Prepare CSRD reporting



ESG index

Environmental data					
Carbon emissions					
Data	Unit	2023/24	2022/23	2021/22	Comments
Total market-based emissions (scope 1, 2, and 3)	t CO ₂ e	371,208	430,313	497,370	For GHG emissions, the LINAK® baseline year is 21/22
Total scope 1 greenhouse gas emissions (GHG)	t CO ₂ e	1,970	1,911	2,094	
Company cars	t CO ₂ e	660	738	736	
On-site combustion	t CO ₂ e	1,358	1,173	1,358	
Fugitive emissions	t CO ₂ e	0.13	0.16	0.0	
Total scope 2 GHG emissions, market based	t CO ₂ e	7,250	6,383	6,272	
Electricity	t CO ₂ e	7,216	6,347	6,234	
District heating/cooling	t CO ₂ e	34	36	38	
Total scope 2 GHG emissions, location based	t CO ₂ e	3,968	3,940	3,826	
Electricity	t CO ₂ e	3,934	3,904	3,788	
District heating/cooling	t CO ₂ e	34	36	38	
Total scope 3 GHG emissions	t CO ₂ e	361,988	422,019	489,004	
Purchased goods and services (category 1)	t CO ₂ e	263,616	297,264	364,810	
Capital goods (category 2)	t CO ₂ e	23,899	43,616	37,896	
Fuel and energy related activities (category 3)	t CO ₂ e	1,231	1,301	1,395	
Upstream transportation and distribution (category 4)	t CO ₂ e	10,694	12,035	12,615	FY 2023/24 and FY 21/22 emissions are based on FY 22/23 data
Waste generated in operations (category 5)	t CO ₂ e	193	217	227	FY 2023/24 emissions are based on FY 22/23 data for subsidiaries
Business travel (category 6)	t CO ₂ e	416	469	491	FY 2023/24 emissions are based on FY 22/23 data
Employee commuting (category 7)	t CO ₂ e	1,604	1,670	1,687	
Downstream transportation and distribution (category 9)	t CO ₂ e	800	900	944	
Use of sold products (category 11)	t CO ₂ e	58,856	63,782	68,138	
End-of-life treatment of sold products (category 12)	t CO ₂ e	679	764	801	FY 2023/24 emissions are based on FY 22/23 data
Resource use and circularity					
Energy consumption	Unit	2023/24	2022/23	2021/22	Comments
Energy in total	MWh	21,902.94	–	–	
Electricity	MWh	16,281.79	–	–	
Renewable electricity share	%	12	–	–	
Stationary energy	MWh	5,721.82	–	–	
Other	MWh	1,542.48	–	–	

Resource use and circularity (continued)					
Data	Unit	2023/24	2022/23	2021/22	Comments
Waste in total	Tonnes	2,092.73	–	–	
Non-hazardous	Tonnes	1,890.06	–	–	
Hazardous	Tonnes	202.14	–	–	
Social data					
Employee engagement					
Data	Unit	2023/24	2022/23	2021/22	Comments
Employee engagement score	Average (score 1–5)	4.22	–	–	Goal – 4.2
Employee engagement survey participation rate	%	87.70	–	–	
Employee development dialogue	%	63	–	–	
Workforce					
Data	Unit	2023/24	2022/23	2021/22	Comments
Number of employees	Total	2,443	–	–	Total # recorded in HR system. Data extracted 1/7/24 and reflects status by the end of fiscal year.
	Female	923	–	–	
	Male	1,520	–	–	
Seniority	Years	9.5	–	–	
Employees per country			–	–	
Denmark (LINAK® HQ & LINAK Danmark)	Total	1,190	–	–	
	Female	399	–	–	
	Male	791	–	–	
Slovakia	Total	264	–	–	
	Female	181	–	–	
	Male	83	–	–	
United States	Total	316	–	–	
	Female	104	–	–	
	Male	212	–	–	
China	Total	223	–	–	
	Female	100	–	–	
	Male	123	–	–	
Thailand	Total	109	–	–	
	Female	38	–	–	
	Male	71	–	–	
Germany	Total	82	–	–	
	Female	31	–	–	
	Male	51	–	–	

ESG index

Workforce (continued)					
Data	Unit	2023/24	2022/23	2021/22	Comments
Remaining workforce exclusive Denmark (LINAK® HQ & LINAK Danmark), Slovakia, United States, China, Thailand, and Germany	Total	259	–	–	Numbers are including: Australia, Belgium, Brazil, Czech Republic, Finland, France, Holland, India, Italy, Japan, Malaysia, New Zealand, Norway, Poland, South Korea, Spain, Sweden, Switzerland, Turkey, United Kingdom
Employee turnover	%	12.2	–	–	
Number of non-guaranteed hours	Number	31	–	–	
Female	Number	17	–	–	
Male	Number	14	–	–	
Permanent and temporary employee headcount	Number	2,443	–	–	
Permanent	%	98	–	–	
Female	%	37	–	–	
Male	%	61	–	–	
Temporary	%	2	–	–	
Female	%	1	–	–	
Male	%	1	–	–	
Full-time and part-time employee headcount	Number	2,443	–	–	
Full-time	%	95	–	–	
Female	%	34.1	–	–	
Male	%	60.9	–	–	
Part-time	%	5	–	–	
Female	%	3.7	–	–	
Male	%	1.3	–	–	
Total number of educational collaborations	Number	119	–	–	Total collaborations: – 40 university interns – 23 apprenticeships – 9 primary school interns – 27 student workers – 20 thesis/project collaborations
Employee training and development					
Data	Unit	2023/24	2022/23	2021/22	Comments
Percentage of employees that participated in regular performance and EDD reviews	%	63	–	–	Conducted at sites with more than 50 employees.
Average number of training hours per person for employees	Number	9	–	–	
Female	–	8	–	–	
Male	–	9	–	–	

Diversity and inclusion					
Data	Unit	2023/24	2022/23	2021/22	Comments
Employees per gender	Number	2,443	–	–	
Male	%	62.2	–	–	
Female	%	37.8	–	–	
Other	%	–	–	–	It is not yet possible for employees to register other gender than Female or Male.
Gender distribution in top management	–	–	–	–	
Male	Number	7	–	–	
Female	Number	3	–	–	
Gender distribution in the Board	–	–	–	–	
Male	Number	4	–	–	
Female	Number	3	–	–	
Wages					
Data	Unit	2023/24	2022/23	2021/22	Comments
Gender pay gap	%	21.4	–	–	
Annual total remuneration ratio	Ratio	8	–	–	
Adequate wages – percentage of employees paid less than benchmark	–	–	–	–	
Denmark (including LINAK® HQ and LINAK Denmark)	%	N/A	–	–	
Slovakia	%	0	–	–	
United States	%	0	–	–	
China	%	0	–	–	
Thailand	%	0	–	–	
Germany	%	0	–	–	
Health and safety					
Data	Unit	2023/24	2022/23	2021/22	Comments
Number of work-related accidents (w. absence)	Number	13	–	–	
Days lost to work related injuries	Days	213	–	–	
Lost time injury frequency rate	ppm	3.7	–	–	
Fatalities	Number	0	–	–	

ESG index

Governance data					
Ratings					
Data	Unit	2023/24	2022/23	2021/22	Comments
EcoVadis™ score	Score	Committed badge	–	–	Goal: Silver badge for 2024/25
EcoVadis rating	Rate	47/100	–	–	
Management systems					
Data	Unit	2023/24	2022/23	2021/22	Comments
ISO9001	Sites	Australia, Danmark, China, Germany, LINAK® HQ, Slovakia, UK and, US	–	–	
ISO14001	Sites	Australia, Danmark, China, LINAK HQ, Slovakia, UK and, US	–	–	
ISO45001	Sites	Danmark, LINAK HQ, and Slovakia	–	–	
Sustainable supply chain					
Data	Unit	2023/24	2022/23	2021/22	Comments
Number of system audits at suppliers	Number	23	12	14	
Suppliers in scope of Due diligence survey	Number	291	291	–	
Suppliers responses to Due diligence survey	Number	287	198	–	
Reply ratio	Ratio	98.6	68	–	
Signed Code of Conduct	Number	188/278	–	–	
General					
Data	Unit	2023/24	2022/23	2021/22	Comments
Number of whistleblower cases	Number	0	–	–	
Cases resolved	Number	0	–	–	
Cases not resolved	Number	0	–	–	
Cases deemed irrelevant	Number	0	–	–	
Sustainability Committee – meetings	Number	7	–	–	
Annual total remuneration ratio	Ratio	8	–	–	

Methodology

Methodology for environmental metrics

The LINAK® Group's climate inventory measures the greenhouse gas emissions released by the company, both directly and indirectly. This calculation includes emissions from sources owned or controlled by LINAK (scope 1 and 2), as well as those resulting from our operational activities (scope 3). Emissions are expressed in metric tonnes of CO₂-equivalent (CO₂e) and cover the period from 1 July to 30 June, aligning with the LINAK fiscal year.

For climate accounting, LINAK Group adheres to the standards set by the Greenhouse Gas Protocol (GHG Protocol) and follows its five principles: Relevance, completeness, consistency, transparency, and accuracy.

The emission categories significant to the LINAK Group include:

- Category 1: Purchased goods and services
- Category 2: Capital goods
- Category 3: Fuel- and energy-related activities
- Category 4: Upstream transportation and distribution
- Category 5: Waste generated in operation
- Category 6: Business travel
- Category 7: Employee commuting
- Category 9: Downstream transportation and distribution
- Category 11: Use of sold products
- Category 12: End-of-life treatment of sold products.

For scope 1 and scope 2 emissions, the LINAK Group relies on meter readings and invoices from utility suppliers. Scope 1 emissions are generated from the combustion of gas, fuel for company vehicles, diesel used in stationary generators, and fugitive emissions

from welding gases, with relevant emission factors sourced from the Defra database. Scope 2 emissions result from electricity use in production and electric vehicles, as well as district heating and cooling consumption, with emission factors obtained from Defra and the International Energy Agency (IEA).

Category 1: Purchased goods and services

The emissions from purchased goods and services cover all upstream emissions linked to the production of each product. We calculate these emissions using a mass-based method, where we multiply the mass of a product by its corresponding emission factor, sourced either from primary data or the Ecoinvent database. We have calculated emissions for all factories, while excluding expenditures for subsidiaries, since factories represent over 95% of total spending across all LINAK sites.

Category 2: Capital goods

The embedded emissions for capital goods include all upstream emissions related to their creation. We determine these emissions using a spend-based approach, where we multiply the expenditures for various capital goods categories by the relevant emission factors. These emission factors come from the Danish Business Authority's emission calculator, Klimakompasset, which is based on the Environmentally Extended Input-Output database, EXIO.

Methodology

Category 3: Fuel- and energy-related activities

Fuel- and energy-related activities cover the upstream emissions linked to the production of fuels, electricity, heating, and other energy sources used by the LINAK® Group, which are reported in scope 1 and 2. We calculate these emissions based on total energy consumption, multiplying it by the relevant emission factors from the Defra database.

Category 4: Upstream transportation and distribution

The emissions from upstream transportation and distribution include all inbound transport for LINAK and outbound transport that LINAK manages. We base these emissions on primary data from forwarding companies. If this data is not available, we manually calculate emissions using EcoTransIT's emission calculator. This category also accounts for emissions related to the energy consumption of storage facilities operated by third parties. We have investigated the storage facilities for production sites, but have excluded those operated by third parties for subsidiaries.

Category 5: Waste generated in operations

The emissions from waste generated in LINAK operations include those from third-party treatment and disposal of waste generated by LINAK. We calculate these emissions by multiplying the relevant emission factors from the Defra database with the various waste fractions produced during operations. We have collected primary data on waste fractions from LINAK factories, as well as from subsidiaries in Denmark, Germany, and Switzerland. For the remaining LINAK subsidiaries, we estimated waste generation using proxy data from LINAK Switzerland.

Category 6: Business travel

We have gathered business travel data for LINAK from each site. Emissions have either been supplied by external travel agencies or calculated manually using activity data from the individual LINAK sites. To perform these calculations, we have used the

emission calculator from the International Civil Aviation Organization, along with emission factors from Defra.

Category 7: Employee commuting

The emissions related to employee commuting arise from the travel LINAK employees make between home and work. We have conducted emissions calculations for each LINAK site, using data collected from questionnaires distributed across all sites. From these questionnaires, we determine an average emission factor per employee for each site, which we then multiply by the number of employees at that site.

Category 9: Downstream transportation

The emissions from downstream transportation include all outbound transport that LINAK does not oversee. Since this transport occurs after the sale of products and is beyond the control of LINAK, we could not obtain primary data from shipping companies. Instead, we based our emission calculations on available export data from LINAK sites, which provide the mass and distance for outbound shipments. We then multiplied this data by the relevant emission factors obtained from EcoTransIT's emission calculator.

Category 11: Use of sold products

The emissions associated with the use of sold LINAK products stem from their electricity consumption. We calculate these emissions based on energy consumption data from each segment, which we multiply by the number of products sold in a fiscal year. Because it is uncertain whether products sold in a specific country will be used there or sent to a third country, we use a global emission factor for electricity sourced from the IEA database.

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

This category covers the emissions linked to the disposal and treatment of LINAK products at the end of their life. We calculate emissions based on the number of products sold, their material composition, and the associated packaging. The total weight of materials

sent for disposal is multiplied by the relevant emission factors from the Defra database. The disposal methods for these materials are determined using a distribution key set by HJ Hansen, a leading Danish cleantech company that manages waste generated by LINAK® HQ.

Exclusions

The following emissions are not considered material to LINAK and have therefore been excluded from our emission calculations

- Category 8: Upstream leased assets
- Category 10: Processing of sold products
- Category 13: Downstream leased assets
- Category 14: Franchises
- Category 15: Investments

Energy consumption

Energy consumption includes the energy used in operations at LINAK factories and subsidiaries with more than 50 employees. It is divided into three subcategories: Electricity, Stationary energy, and Other. The 'Other' category covers mobile energy, excluding electric mobile energy, which is included in the electricity consumption. We also report the share of renewable energy used in the electricity consumed.

Waste

The waste data is all waste generated and collected at LINAK factories and subsidiaries in Denmark and Germany. Waste is classified into hazardous and non-hazardous fractions. Currently, there is no standardised system for uniformly categorising waste across all LINAK sites, which may lead to less accurate classification of waste fractions. We have quantified the waste fractions based on the best available estimates.

Methodology

Total number of employees

The total number of employees reflects the number of individuals employed by LINAK® at the end of the reporting period, regardless of whether they work full-time or part-time, or are permanent or temporary contract. This figure excludes external temporary workers and those whose employment was terminated during the reporting period. This number serves as the foundation for various metrics, including headcount specifications, seniority, training hours, gender pay gap, annual total remuneration ratio, and gender distribution (diversity metrics). The data is sourced from the LINAK HR system.

Headcount by gender

This metric categorises the total number of employees at the end of the reporting period by gender. Currently, it is only possible for the employees to register their gender as either Female or Male.

Seniority

This figure for seniority represents the average number of years an employee has been with LINAK. We calculate it by totalling the number of days each current employee has been employed as of the end of the reporting period and then dividing this total by 365 to determine the average seniority in years.

Employees per country

Headcount by country provides the total number of employees at the end of the reporting period for each country where LINAK has 50 or more employees. In Denmark, this includes both LINAK HQ in the town of Nordborg and the subsidiary LINAK Danmark in the town of Silkeborg. The remaining workforce includes sites in Australia, Belgium, Brazil, Czech Republic, Finland, France, Holland, India, Italy, Japan, Malaysia, New Zealand, Norway, Poland, South Korea, Spain, Sweden, Switzerland, Turkey, and the United Kingdom.

Employee turnover – all employees

Employee turnover is calculated by dividing the

number of employees who left LINAK, whether voluntarily or involuntarily, by the average number of employees during the reporting period. To find the average, we add the employee count at the start and end of the period and divide by two. This measure also breaks down the turnover into temporary and permanent contracts, further categorised by gender.

Permanent employee headcount

The permanent employee headcount shows the total number of permanent employees at the end of the reporting period, organised by gender. Permanent employees are those who work for LINAK without a predetermined end date or those with an end date beyond the reporting period who have been with LINAK for more than 12 months prior to the end of the reporting period.

Temporary employee headcount

This metric represents the total number of temporary employees at the end of the reporting period, broken down by gender. Temporary employees are defined as those with a predetermined end date for their employment with LINAK that is less than six months beyond the end of the reporting period and who have been employed for less than 12 months prior to the end of the reporting period.

Non-guaranteed hours employee headcount

This figure indicates the total number of non-guaranteed hours employees at the end of the reporting period, categorised by gender. These employees work for LINAK without a guaranteed minimum or fixed number of working hours.

Total number of educational collaborations

This metric reflects the total number of collaborations LINAK has had with individuals connected to the educational system during the reporting period. It includes all collaborations ranging from one day to over six months.

Percentage of employees that participated in regular performance and EDD reviews

This metric shows the number of employees at the seven sites with more than 50 employees who have had an individual career development or performance review during the reporting period. The figure is presented as a weighted average percentage.

Average number of training hours per employee

This figure represents the total number of training hours recorded per employee in the LINAK® HR system, excluding all informal training. It is first presented as an overall average for all employees and then broken down by gender.

Gender distribution in top management

This metric evaluates the gender distribution at top management levels by calculating the percentage of the under-represented gender relative to the total headcount in top management at the end of the reporting period. Top management includes the CEO and those who report directly to him.

Gender distribution in the board

This figure represents the number of females divided by the total number of board members, including both permanent members and three employee-elected representatives.

Gender pay gap

The figures are presented as a weighted average across the different sites and illustrate the difference between the average annual earnings of men and women, expressed as a percentage of men's average gross annual earnings. Salary data has been collected from sites with more than 50 employees, including those in Denmark (LINAK HQ and LINAK Denmark), China, Thailand, Slovakia, the US, and Germany. All salary figures have been converted to Danish kroner based on the exchange rates as of 1 October 2024, as provided by the currency rate resource: <https://www.valutakurser.dk/>.

entire period, their salaries have been annualised to facilitate comparison with those who worked throughout the reporting period. Similarly, for employees on sick leave, maternity leave, or any other extended absence who did not receive a full salary from LINAK, their salaries have also been annualised for comparability. For part-time employees or those with reduced working hours, their salaries have been adjusted to reflect a full-time equivalent for comparison with full-time employees.

Annual total remuneration ratio

The total remuneration pay ratio is calculated by dividing the full-year base salary, pension, and bonus of the highest-paid employee by the average yearly pay (including pension and bonus) for all company employees at sites with more than 50 employees. Salary data has been collected from sites with more than 50 employees. All salary figures have been converted to Danish kroner based on the exchange rates as of 1 October 2024, as provided by the currency rate resource: <https://www.valutakurser.dk/>.

Salary is defined as the yearly base salary, pension, and bonus. For employees who were not employed for the entire period, their salaries have been annualised for comparison with those who worked throughout the reporting period. Similarly, for employees on sick leave, maternity leave, or any other extended absence who did not receive a full salary from LINAK, their salaries have also been annualised to ensure comparability. For part-time employees or those with reduced working hours, their salaries have been adjusted to reflect a full-time equivalent for comparison with full-time employees.

Working environment policies

We have looked into whether our sites with more than 50 employees have working environment policies in place for their employees. The results are indicated with a plus (+) or minus (-) to show whether the subsidiary has working environment policies in place. The data is collected directly from the subsidiary.

Salary is defined as the yearly base salary, pension, and bonus. For employees who were not employed for the

Methodology

Employee engagement survey participation rate

This rate reflects the percentage of employees who participated in the Employee engagement survey (except China and Norway) compared to how many employees participated in the survey.

Employee engagement score

The employee engagement score is the weighted average derived from responses to three sections (Value, Leadership, and Wellbeing) in our Employee engagement survey. This score is presented in two formats: A weighted average of the 1 to 5 score, and a weighted percentage of positive feedback. It includes overall results from all LINAK® subsidiaries, except for those in China and Norway. To calculate the weighted average, we first determine the average score for each subsidiary and then adjust these averages based on the number of employees who participated in the survey. The survey is conducted biennially and is administered at different times across various subsidiaries, which means the data may be up to 24 months old by the end of the reporting period.

Committed to H&S management system

Indication on if and which national or internationally recognised health and safety management systems the subsidiaries with more than 50 employees are having. The data is collected directly from the subsidiaries.

Workplace assessment

We investigated whether sites with 50 or more employees have workplace assessments that allow employees to provide feedback on their work environment. The results are indicated with a plus (+) or minus (-) to show whether the subsidiary has a workplace assessment in place.

Fatalities

This measure is based on LINAK sites with more than 50 employees and represents the total number of fatalities involving employees due to work-related accidents. This figure also includes fatalities of non-

employees occurring on the site. The data is collected directly from the subsidiaries.

Number of work-related accidents (w. absence)

This measure applies to sites with more than 50 employees and represents the total number of work-related accidents that resulted in an absence from work. The data is collected directly from the subsidiaries.

Lost time injury frequency rate

This rate is calculated by multiplying the number of injuries resulting in lost time (i.e. one day or more) by one million and then dividing by the total hours worked over a 12-month period. It applies to sites with more than 50 employees. The final score is derived from a weighted average based on the number of employees at the end of the reporting period.

Days lost to work-related injuries

This measure is based on LINAK sites with more than 50 employees and shows the total number of days lost due to work-related injuries. The data is collected directly from the subsidiaries.

Full-time employee headcount

This metric indicates the total number of full-time employees at the end of the reporting period, broken down by gender. Full-time employees are defined as those working full-time according to the standards in their respective countries. The full-time employee headcount includes individuals hired under both permanent and temporary contracts.

Part-time employee headcount

This metric represents the total number of part-time employees at the end of the reporting period, broken down by gender. Part-time employees are defined as those working fewer hours than the standard full-time schedule in their respective countries. The part-time employee headcount includes individuals hired under both permanent and temporary contracts.

Whistleblower

The total number of whistleblower cases includes all reports submitted through the LINAK® whistleblower portal, covering both internal and external submissions.

Code of Conduct

The number of suppliers subject to the LINAK Code of Conduct is determined by counting those from whom LINAK has purchased over €15,000 worth of goods in the past 12 months. These suppliers provide components for LINAK products. For FY2023/24, this number was 278.

The number of signed Codes of conduct is calculated based on the suppliers with whom LINAK has entered into a business agreement within the last six years.

Supplier audits

Supplier audits are counted as the number of suppliers for whom LINAK has conducted on-site audits, including both system and quality audits. The number of non-conformities is derived from the audit reports and the conclusions drawn by LINAK auditors.

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QUALITY

Built by market-leading experts, using state-of-the-art technologies and perfected production methods, you can expect the same quality worldwide.



INNOVATION

Innovation is in our core. We take the lead and have the courage to make it real.



RESPONSIBILITY

We are responsible in what we do – towards customers, employees, and environment. Creating trust is a natural part of who we are.



LOCAL
& GLOBAL

From global presence to local understanding. We believe in worldwide support and being close to our customers.