HITSA
WE SUPPLY OUTDOOR SPACES

Lampas

SUSTAINABILITY REPORT 2024

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Sustainability is more important than ever

With this 2024 CSR Report, we have once again collected data to review our impact on the environment (E) and people (S), as well as how we conduct business responsibly (G). In short, we have positive results on the environmental front (E), somewhat mixed outcomes on the social aspect (S), and have strengthened and stabilised the company in 2024 regarding governance (G). You can find out more about the underlying data in the individual sections – which is the purpose of this report. We want to ensure transparency with regard to our sustainability work.

In 2024, we moved our metalworking operations back to Denmark from Latvia. This involved a great deal of work and restructuring here in Kolding, and we had to say goodbye to many excellent employees in Latvia.

However, on the plus side, we've significantly reduced transportation, which has been a cost both financially and environmentally. We are proud to now be able to say that HITSA and Lampas products are produced in Denmark.

Yet another very positive result in 2024: the HITSA Group has halved its Scope 1 and 2 CO2e emissions since 2021, from 987 to 469 tonnes. This has been achieved by reducing energy consumption while also transitioning from fossil fuels to electricity. A fantastic result achieved with the dedication and commitment of our skilled employees. I truly hope it will inspire other companies to take action as well. It's neither too difficult nor too expensive for anyone to reduce their negative climate impact — on the contrary, cutting energy and material waste is both common sense and good economics.

In 2024, we achieved another CO2 milestone: we calculated our Scope 3 emissions for the first time. Our largest emissions by far stem from our procurement activities. The analysis gives us both the insight and the ability to drive reductions here too.

While we have continued to work on fulfilling our sustainability strategy, the world around us has been preoccupied with everything but sustainability. Some have even started actively opposing efforts to protect and restore nature, while others believe that financial sustainability can exist without social and environmental sustainability.

In other words, it is more important than ever to maintain our focus on sustainability. Our responsibility to future generations has not changed, even if the noise around us has. The HITSA Group is continuing its efforts to make more of a positive, rather than a negative, contribution. No one can save the world on their own, but everybody has an obligation to do whatever they can.

Kind regards

Henrik Andersen, CEO, HITSA Group

Henrik Andersen, CEO, HITSA Group

THE HITSA GROUP

Core services:	Urban furniture, cycling products and lighting
Locations:	Denmark, Sweden
Owner:	CROWD – Creators of the Outside World
Companies:	HITSA A/S, HITSA AB, HITSA Invest A/S and Lampas A/S
Production facilities:	Steelworks, carpentry workshop, powder coating facility, in-house assembly, warehouse and logistics center
Full-time workforce:	89
Values:	Honesty, responsibility and customer focus

THE ROV PRINCIPLE

The ROV principle was defined in the very first pre-analysis for HITSA's sustainability strategy. ROV denotes that our sustainability efforts must be Real, Operational and Visible. But what do we really mean by those three words?

REAL: Our sustainability work must lead to real improvements for people and the environment.

OPERATIONAL: Our goals are realistic and feasible. We focus on tangible actions and implement them.

VISIBLE: Sustainability is a customer requirement and a parameter used to market both products and workplace. Therefore, sustainability work must be clearly communicated to our stakeholders, e.g. on our website, on social media and in any reports.

In addition to ROV, HITSA also has a principle that our sustainability work should be as transparent as possible. We present figures and data.

In 2024, the HITSA Group relocated two of its operations. The lighting company Lampas moved to its own site at the start of the year, while at the end of the year, we sold our steelworks in Latvia and moved production to our main site in Kolding. Any effects on this year's sustainability figures and statistics from these changes are indicated in the text.

2024 RESULTS

compared to 2023

E

CO2 (Scope 1 and 2): 14% reduction
CO2 (Scope 3): 30.4% reduction
Gas: 5.5% reduction
Electricity: 11.6% increase
Petrol and diesel: 22.5% reduction
Heating oil: 46.2% reduction
Waste: 22% increase
Proportion of renewable energy: Increased from 22% to 47%

S

Accidents at work: Increase from 3 to 5
Absence due to illness: Decreases from 3.5% to 2.9%
Social KPIs: 2 out of 3 targets achieved

G

Gender diversity in management: Decreases from 19% to 16%
Supplier evaluation completed
Whistleblowing system: 0 reports

E

E

Responsibility for the environment and the climate

HITSA Group focuses on reducing CO2 emissions and resource consumption

The E in ESG stands for Environment and deals with our impact as a company on the physical environment. The HITSA Group basically wants to do more good than harm, and this requires a strong focus on E. In connection with ISO 14001 certification, the HITSA Group mapped risks and opportunities. Our biggest impact on the environment is in the form of CO2 emissions and resource consumption. Therefore we focus on CO2, energy and waste. In 2024, we achieved improvements in terms of CO2 and energy consumption, while our volume of waste increased.

CO2

In 2024, we switched to calculating CO2e emissions using a new digital platform, which uses different emission factors to Klimakompasset (previously used). Emissions have been calculated for 2023 and 2024 using the new system.

Our reduction targets are based on 2021. In 2024, we achieved the Scope 1 and 2 reduction targets that we had set for 2026 (even taking into account the above differences in calculation basis). This is the second time we have hit our CO2 reduction targets ahead of schedule. This has been achieved by reducing energy consumption, especially gas, and switching to electricity wherever possible. Production increased from 2021 to 2024.

The HITSA Group will now set new targets for CO2 reduction in collaboration with CROWD. These will also include targets for Scope 3.

Scope 1 and 2
Scope 1 and 2 cover a company's own emissions and, for HITSA, mainly constitute energy consumption for production, heating and own vehicles.

In 2024, Scope 1 and 2 emissions from the HITSA Group totalled 469 tonnes of CO2e, a 14% reduction from 2023. The target for 2024 was to maintain our 2023 level, bearing in mind among other things, the major changes with regard to Lampas and our steelworks in Latvia. Therefore, the result for this year is very positive.

The reduction was mostly due to closure of our Latvian site during 2024, which has resulted in lower heating and power consumption. In addition, changes made to production at our gas-fired powder-coating plant in 2023 took full effect in 2024. Furthermore, the fact that an additional 5 petrol/diesel cars have been replaced by electric vehicles is also a contributing factor.

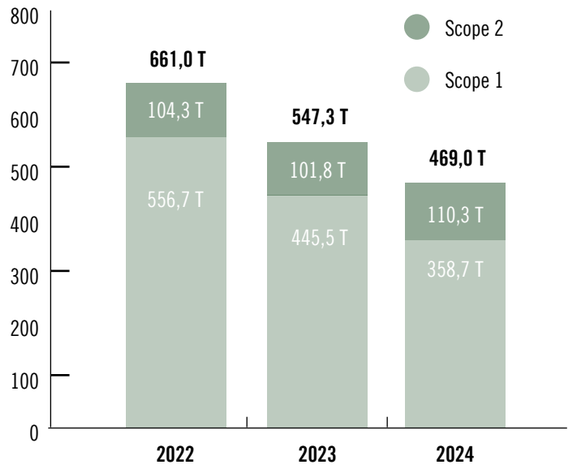
Emissions relative to turnover also decreased from 2023 to 2024, as shown by the diagram on page 13. The index for 2021 and 2022 is still calculated based on Klimakompasset, as we do not expect the difference to be significant.

Scope 1 covers direct emissions from sources owned or controlled by the company, e.g. from owned and leased cars, as well as forklifts and petrol or diesel-powered machinery on site.

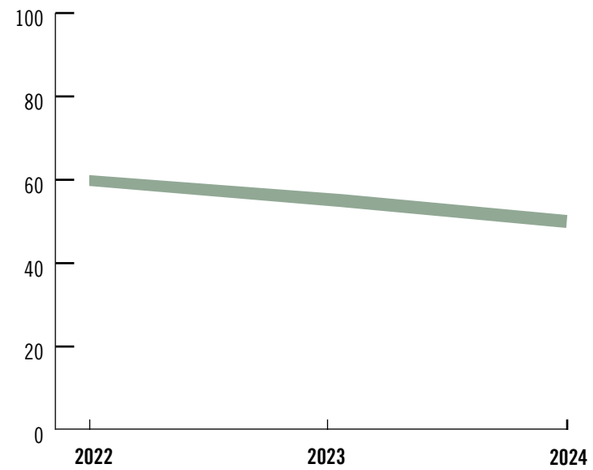
Scope 2 covers indirect emissions from consumption of heating and power by the company.

Scope 3 comprises indirect emissions from activities not owned or controlled by the company.

CO2 emissions, entire group



CO2 in relation to turnover, entire group



Index 100 = 2021

E

Scope 3
Scope 3 CO2e emissions for the HITSA Group have been calculated for the first time. Scope 3 covers 15 different categories, in which the company has an indirect impact, such as purchased transport, CO2 emissions from production of materials by subcontractors, etc. All 15 categories included in Scope 3 can be seen in the list to the right.

Scope 3 is typically the biggest source of CO2 emissions for any company, and this is true of the HITSA Group. Our Scope 3 emissions in 2024 were 10,100 tonnes, down from 14,511 tonnes in 2023. This 30.4% decrease is not due to actions or initiatives by the group, but rather the fact that the emission factors used for the calculation were updated from 2023 to 2024.

The Scope 3 calculation has provided good insight into the biggest sources of emissions for the HITSA Group. The biggest category is 'Purchased goods and services', with mahogany (FSC®-certified) and steel being the chief contributors due to production processes and transport. We had already made the decision to focus on these two materials, and this is now further underlined by the Scope 3 result.

Understanding Scope 3 and the reductions we can achieve by this means will be key to achieving all our reduction targets by 2050.

SBTi
Our reduction targets, together with the other European companies in the CROWD group, are validated by the SBTi (Science Based Targets initiative) organisation. In 2024, we began the process of assessing whether our zero-point measurement is valid and whether the actions we have planned are realistic and will help us to comply with the reduction targets of the Paris Agreement.

Through SBTi, we will have individual targets for the HITSA Group, aiming for a 90% reduction in CO2 emissions under all three scopes by 2050.

Targets
2025: 40% reduction in Scope 1 and 2 compared to 2021
2026: 50% reduction in Scope 1 and 2 compared to 2021
Both targets have already been achieved for HITSA. This level must be maintained and new targets set.

*FSC® C016789

Scope 3 – the 15 categories

Upstream
Category 1: Purchased goods and services
Category 2: Capital goods
Category 3: Fuel & energy-related activities
Category 4: Upstream transportation and distribution
Category 5: Waste generated in operations
Category 6: Business travel
Category 7: Employee commuting
Category 8: Upstream leased assets

Downstream
Category 9: Downstream transportation and distribution
Category 10: Processing of sold products
Category 11: Use of sold products
Category 12: End-of-life treatment of sold products
Category 13: Downstream leased assets
Category 14: Franchises
Category 15: Investments

Waste

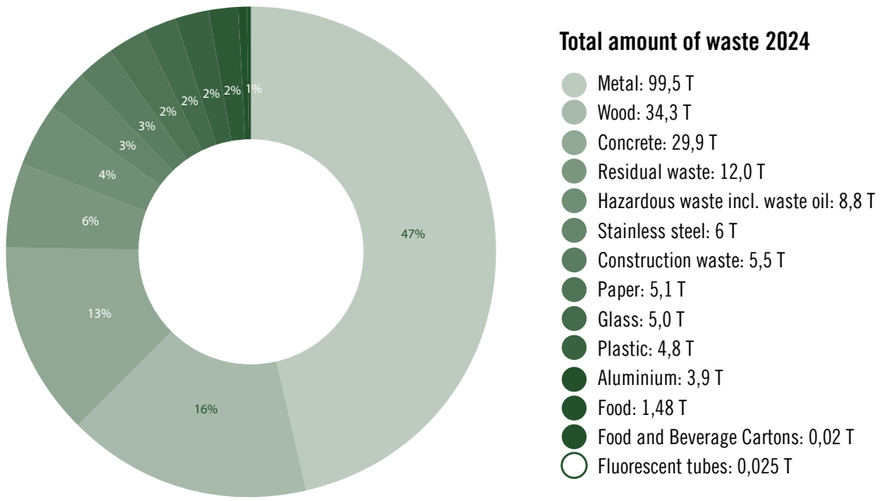
The total volume of waste generated by the HITSA Group increased from 174 tonnes in 2023 to 213 tonnes in 2024, an increase of 22%. This was chiefly due to the concrete container at our Danish site being emptied by our waste collector in 2022 and 2024, but not in 2023. Concrete waste amounted to 26.9 tonnes in 2024. In addition, there was a slight increase in residual waste.

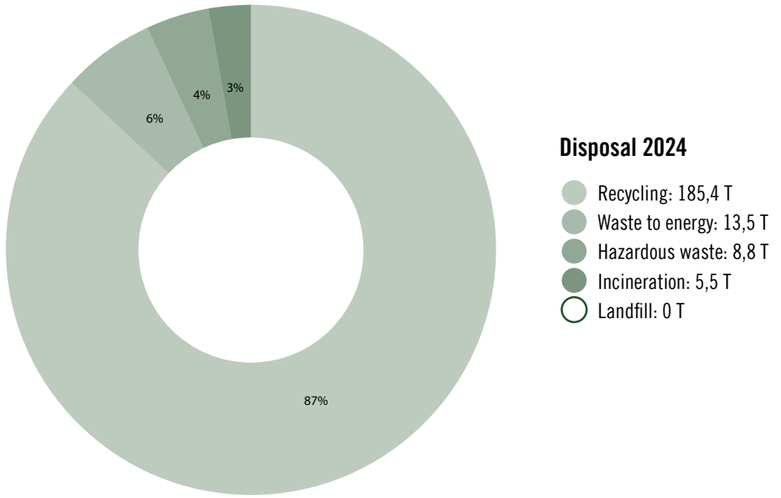
Our goal in 2024 was to identify the causes of wood and metal waste. Due in part to the upheaval of relocating and restructuring our operations, it has not been possible to launch these projects and so our goal has not yet been achieved. Identifying causes and reducing wood and metal waste remains our goal for the coming years. For one thing, it will help to reduce our CO2e emissions.

In 2024, we calculated how much our products weigh. This calculation forms part of our work on LCAs and EPDs (see under Certification schemes), but it also sheds light on the correlation between materials purchased and materials used. We continue our work with the LCA system to gain insight into waste and possibilities for reducing waste.

Targets

2025: 15% reduction in wood waste
2026: 40% reduction in wood waste and 15% reduction in metal waste





E

Energy consumption

With regard to energy, HITSA wants to use less energy and to use 100% renewable forms of energy. This requires, among other things, close collaboration with our landlord at our main site in Denmark with regard to building improvements and transitioning to alternative energy sources. One of our goals for 2024 was to plan a strategy in collaboration with our landlord, and that has been achieved. A plan is now in place for energy improvements, for example among replacing windows which will be implemented in 2025. Other proposals, for example, a new heat source, are more long term.

In 2024, electricity consumption within the group increased by almost 100,000 kWh – from 815,939 kWh in 2023 to 910,598 kWh in 2024. Production was responsible for an increase of approximately 15,000 kWh, while around 80,000 kWh was attributable to electric vehicles.

Gas consumption decreased from 191,010 m3 in 2023 to 180,552 m3 in 2024. This was mainly due to the full-year effect of optimised planning at the powder-coating plant.

Consumption of petrol and diesel decreased from 67,908 litres in 2023 to 52,595 litres in 2024. This decrease was due to the transition to electric vehicles.

Heating oil decreased from 11,900 litres in 2023 to 6,400 litres in 2024. This was due to shutting down production in Latvia, where oil-fired boilers were used for heating.

Renewable energy

HITSA purchases green electricity certificates from our electricity supplier every year to ensure that a volume of green electricity equivalent to our consumption is purchased for the grid. Calculation of the HITSA Group's CO2e emissions used standard emission factors corresponding to the national electricity mix of the country in question.

As a Group, we are aware that the target of 100% renewable energy cannot be achieved within a known time frame. At our main site in Denmark, the transition will require significant investment from both the landlord and HITSA itself, e.g. heat pumps, solar panels and an electrically operated powder-coating facility.

In Sweden, HITSA operates from a number of locations, and these are mainly heated by renewable energy sources. With regard to owned and leased vehicles, we are in the process of switching to electric power and biofuels, but in cases where the price and the practical challenges of switching to renewable fuels are too great we also retain fossil-fuel vehicles.

Consumption, entire group

	2022	2023	2024
ELECTRICITY	880.313 kWh	815.939 kWh	910.598 kWh
GAS	199.355 m^3	191.010 m^3	180.552 m^3
HEATING OIL	9.600 L	11.900 L	6.400 L
PETROL AND DIESEL	79.879 L	67.908 L	52.595 L

E

Certification schemes

In 2024, the HITSA Group expanded its range of certifications: FSC®*, UN Global Compact, DarkSky, ISO 9001 and ISO 14001. These certifications have been achieved by different segments of the organisation, as shown in the table below.

ISO 14001 and ISO 9001
In 2024, HITSA AB gained ISO 9001 certification in quality management and ISO 14001 certification in environmental management. In addition, Lampas gained ISO 14001certification in environmental management in 2024. Find out more about our ISO certification on page 23.

LCAs and EPDs
The HITSA Group is seeing increased demand for LCAs (Life Cycle Assessment) and EPDs (Environmental Product Declaration) from our customers, for both urban furniture and lighting. 2024 saw extensive preparations, working towards our previously set goal of having LCAs and EPDs for HITSA and Lampas products by 2026.

The Global Sustainable Development Goals and the UN Global Compact
The HITSA Group is working to support the Global Sustainable Development Goals through our membership of the UN Global Compact and annual reporting to the organisation. We have previously defined Sustainable Development Goals 8 (target 8.5), 11 (target 11.3) and 12 (target 12.5) as particularly relevant for our companies and as benchmarks for our other work to promote social and environmental responsibility.

Targets
2025: HITSA DK and Lampas to gain ISO 9001 certification by the end of 2025. The entire group will then hold both ISO 9001 and ISO 14001 certification.
2026: LCAs for standard product range and EPDs for selected products to be implemented at both HITSA and Lampas.

	HITSA DENMARK	HITSA SWEDEN	LAMPAS
ISO 14001	✓	✓	✓
ISO 9001	2025	✓	2025
FSC	✓	✓	✓

*FSC® C016789

Stability with ISO

The HITSA Group began its ISO journey in 2022 and expects to be fully certified for both quality and environmental management by the end of 2025. Spearheading this process is Quality Coordinator Rikke Kok Benson. In addition to managing the huge undertaking of documenting everything at the company, she can often be found in production, checking the quality of everything from bike racks to concrete foundations.

The need for internal structures and processes has increased as the HITSA Group has evolved to deliver larger and more complex projects and framework agreements.

“It is no longer enough for the individual metalworker to know how we usually do things,” says Rikke, "We need precise drawings and written procedures, and these must be easy to find. We have introduced a document management system which is a great tool for ensuring sound information and communication across the company.”

She adds that ISO work is about more than just the environment and quality, because ensuring control of these processes provides a sense of stability and professionalism throughout the company.

“Risk analyses are part of ISO 9001, also for finance, IT security and many other factors not directly related to quality. Quality also involves being able to deliver. When we are prepared and have the systems in place to handle known risks, we are a company that customers, employees and partners can depend on to a greater extent,” says Rikke.

The ISO journey does not stop once certification has been gained.

“We must continually improve, and we must also be able to provide the documentation that customers demand. Sometimes this is more than what is required by law or what we ourselves would aim for, but with quality management in place, we can give customers what they need,” she says.

S

Social responsibility

Social sustainability continues to be paramount at the HITSA Group, both at strategic level and on a day-to-day basis

Here at the HITSA Group, we measure our own social KPIs and the ESG key figures recommended by FSR - Danish Auditors. Certain targets for 2024 have been achieved, while others have not. Relocation of production for both HITSA and Lampas had an impact in this area too.

Social KPIs
Social KPIs have a long history within the HITSA Group and remain relevant. We want to focus on social responsibility, and KPIs have proved to be a good way to commit to this.

KPIs and fulfilment of targets for 2024:

KPI 1: Apprentices and trainees. The target of having 2 apprentices/trainees at the company was achieved.
KPI 2: Work placements for people marginalised from the labour market. The target was 6, the result was 4.
KPI 3: Employees marginalised from the labour market. The target was 11, the result was 14.

It has not been possible to conduct as many work placements as we would have liked (KPI 2), chiefly because our employees' time and energy was taken up with the relocation of production from Latvia.

KPI 3 was achieved through both retention of existing employees and new recruitment.

Targets
KPI 1: 2025: 3 apprentices/trainees
KPI 2: 2025: 7 work placements
KPI 3: 2025: 12 employees marginalised from the labour market

Working environment
With expanded production and more employees at our main site in Denmark, the HITSA Group has increased its focus on working environment issues – find out more about this on page 30.

Routines and procedures are in place to support management of the working environment. Unannounced evacuation drills are held annually at all sites. Safety inspections are conducted every six months at Lampas and quarterly at HITSA's Danish site. The HITSA Group reports a range of working environment statistics on a quarterly basis.

Work at our sites in Sweden and Latvia during the year was carried out in collaboration with external consultants.

S

Accidents and safety
In 2024, five accidents at work were recorded, compared to three in 2023. One of these five accidents resulted in long-term sick leave. All incidents are discussed by the working environment organisation, and in some cases it has been possible to implement measures during the year to prevent similar incidents.

Targets
The target is zero accidents at work every year.

Absence due to illness and wellbeing
Absence due to illness is reported excluding Latvia, as child sick days are included in the absence due to illness statistics there.

Absence due to illness at the HITSA Group decreased from 3.5% in 2023 to 2.9% in 2024. The failure to meet the 2.5% target is mainly due to an increase in long-term absence due to illness.

Long-term absence due to illness in 2024 was both work-related and non-work-related.

A wellbeing survey was conducted in 2024 with questions about stress, cooperation, general wellbeing, information, etc. A similar survey was conducted in 2021, with positive results, and the 2024 survey showed further improvement.

We work continuously to reduce absence due to illness, both at employee level and at an overall level. This includes one-on-one conversations and interviews in cases of absence due to illness, in cases where it is relevant.

Targets
2025: 2,5%

Collective agreements
Collective agreements provide security for employees, since they ensure equal conditions for everyone within the same industry. HITSA is a member of DI (Danish Industry) and complies with the collective agreement from DI in Denmark and the collective agreement from IF Metall in Sweden.

As of 31 December 2024, 66 employees were covered by collective agreements, corresponding to 73%.

Employee turnover rate
Closure of the steelworks in Latvia in 2024 resulted in redundancy for 20 full-time employees and therefore represented a significant share of this year's employee turnover figures. Including Latvia, the employee turnover rate was 33%; excluding Latvia, it was 14%. In 2023, the employee turnover rate for the entire group was 21%.

Diversity
The proportion of female employees remained largely unchanged, from 29.6% in 2023 to 29.7% in 2024.

The number of female managers fell by 1, and the number of managers in total also decreased, from 16 to 14. The proportion of female managers therefore decreased from 19% in 2023 to 14% in 2024.

Targets
The goal is to hire employees with the best professional and personal qualifications, ideally resulting in a high degree of diversity within the employee group.

Gender pay gap
Gender pay gaps remained largely unchanged at the HITSA Group in 2024. The planned analysis of the causes of gender pay gaps has not yet been carried out. From July 2026, HITSA must comply with the EU's pay transparency regulation, which may provide the necessary framework to uncover the reasons behind wage gaps.

In 2024, HITSA had no female middle managers. Consequently, this figure has been omitted from this year's statistics.

Targets
Achieving equal pay based on objective professional and personal criteria such as education level, experience, professional development, seniority, etc.

Increased focus on the working environment

In 2024, we moved our production in Latvia back to Denmark, and this meant big changes at our site in Kolding. A new metalworking facility with a pre-processing centre was set up, 34 machines were transferred from Latvia to Denmark, an extra welding robot was installed and 8 new metalworkers were employed. At the same time, we expanded production in the carpentry workshop.

The number of employees, workstations and machines increased the level of complexity and the need for communication in a variety of fields, including the working environment.

Among other things, it was decided to increase the number of health and safety officers from two to three. Teis Christiansen and Vibeke Holmershøj were therefore joined by a new colleague, Jesper Holm Skytte (right). With Teis in Logistics, Vibeke in Sales and Jesper at the metalworking facility, the working environment organisation now has daily contact throughout the company.

All in all, HITSA has strengthened its working environment management as the business has grown from a family-owned metalworks to a medium-sized manufacturing company. From workplace assessments and working environment organisation meetings to safety inspections and annual evacuation drills, the framework for action is in place. The target is zero accidents at work per year, as well as general safety and wellbeing for our employees. The only way to achieve this is to maintain focus at all times.

Social metrics, entire group

Employees (number) / Managers (number)

	Men	Women	Men	Women
2022	73	32	11	5
2023	69	29	13	3
2024	65	27	12	2

Gender pay gap

	Managers	Middle managers	Other white-collar staff	Hourly-paid staff
2022	1,1	0,9	1,1	1,2
2023	1,0	0,8	1,1	1,0
2024	0,9	-	1,1	1

(Men's median salary, number of times relative to women's median salary)

Pay gap – CEO/employee

2022	2,5 times*
2023	3,3 times
2024	3,1 times

* only in relation to HITSA DK

Employee turnover

2021	23 %
2022	26 %
2023	21 %
Without Latvia 2024	14 %
With Latvia 2024	33 %

Absence due to illness

2022	5,9 %
2023	3,5 %
2024	2,9 %

Accidents at work

2022	4
2023	3
2024	5

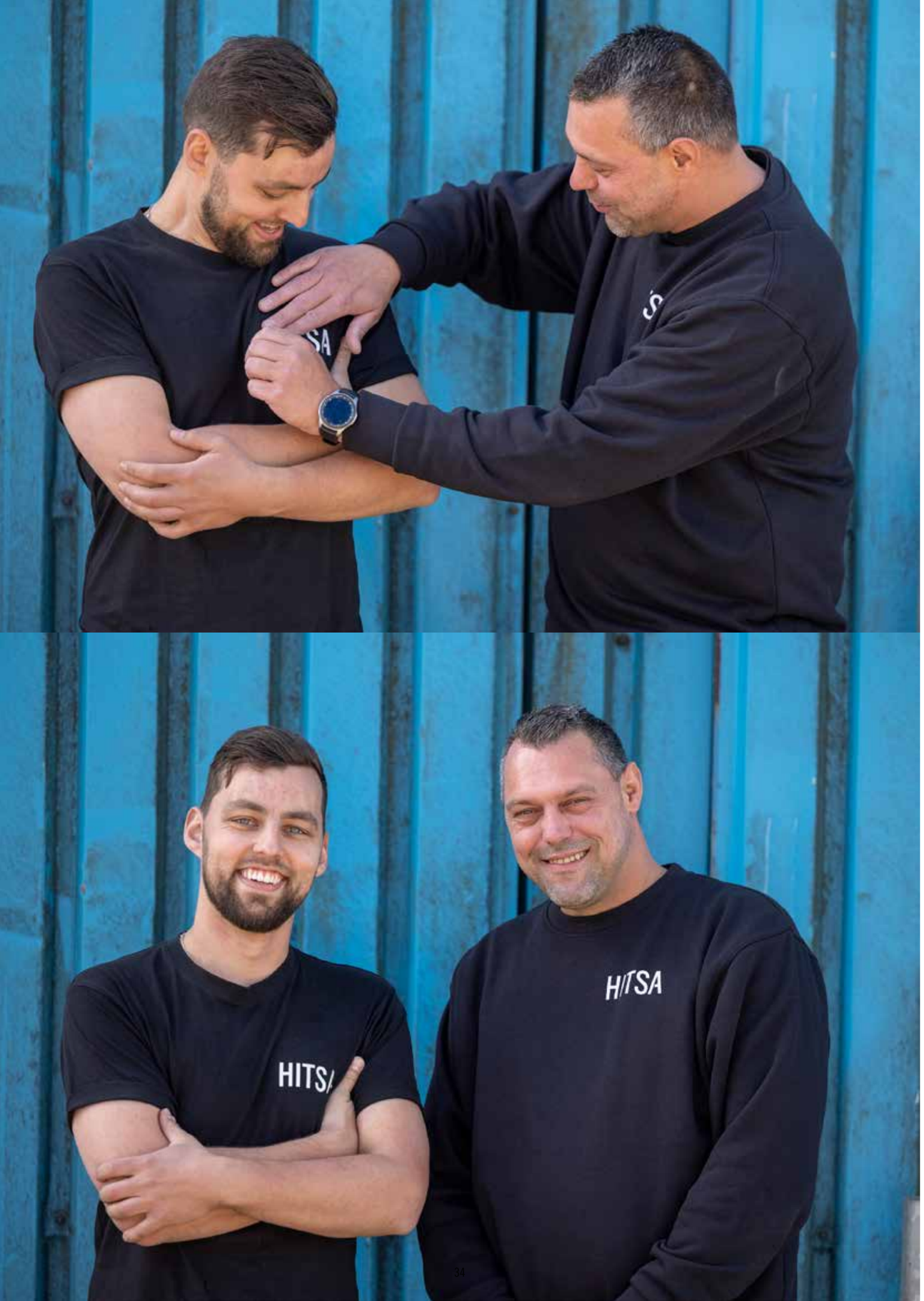
Collective agreements

	Covered	Not covered
2022	53	52
2023	56	50
2024	66	25

(Employees per 31.12.2024)

Social KPIs

	Apprentices		Work placements		Employees from fringes	
	Number	Target achieved	Number	Target achieved	Number	Target achieved
2023	1	100 %	8	133 %	11	110 %
2024	2	100 %	4	67 %	14	127 %



Two new mentors

In 2024, we gained two new mentors at HITSA. Logistics team member Teis Christiansen (right) and internal installer Philip Høier Sejergaard took the mentoring course run by Kolding Municipality. So HITSA now has a total of four mentors.

The course provides skills to mentor a colleague who needs support. At the same time, you gain tools that are useful in a business committed to social inclusion.

“I have used the tools and have become more aware of how I interact with others in everyday life," says Teis, who has worked at HITSA for 10 years, "I took the course because I have always wanted to work with vulnerable people. I had a mentor myself, who made a big difference to me as a teenager, so I’d like to do the same. There’s a sense of pride in the vulnerable individual who achieves success and completes tasks, but there’s also a deep pride in helping someone on their journey.”

Philip is a trained carpenter and taught at a Danish boarding school before joining HITSA 2 years ago.

“I didn’t have any knowledge of dealing with young people, so I just used my experience. It’s been nice to gain the relevant skills, and I want to learn more. For me, it is also about giving back. It feels great that you can have a positive influence and help someone who is having a tough time," he says, "We often have trainees from the job centre on our in-house assembly team. It’s a matter of taking the person as they are and asking open questions. You end up having some fun and different conversations when you give them some space and get the conversation flowing.”

G

G

Responsible business

HITSA Group collaborates with other European companies on governance and sustainability through CROWD

Governance is a collective term for a company's accountability as embodied in policies, guidelines and procedures. Governance ensures that we implement responsible management in all areas. Governance also includes other key figures that are deemed important for the stability of a company.

In general, the HITSA Group has continued to work on strengthening internal and external governance in 2024, often in collaboration with the other European companies in the CROWD Group.

Policies via CROWD
In 2024, a joint roadmap for E, S and G within the CROWD group was drawn up. This roadmap includes goals for all three areas. There are a number of goals under G for establishing overall policies for purchasing, IT security, finance, etc.

The policies are developed on an ongoing basis through collaboration between the companies within the group. The policies will be applicable to the HITSA Group as they are finalised. We are represented on CROWD's steering committee for ESG.

Supplier evaluation
In 2024, HITSA in Denmark and Sweden commenced ongoing internal supplier evaluation as part of ISO certification work. Supplier evaluation takes place following the distribution of the Supplier Code of Conduct the previous year. All suppliers have been evaluated on a range of parameters from price to delivery reliability. ESG and CSR topics have also formed part of the evaluation.

Ongoing supplier evaluation will be used to ensure that we have an overview of critical suppliers (e.g. high-impact or indispensable suppliers) and to assess whether there is scope to select alternative suppliers who are more suitable in one or more aspects.

Whistleblowing system
In 2024, there were no reports through the HITSA Group's whistleblowing system. This was the case also in 2023. In addition to being a legal requirement, HITSA sees the system as supporting trust in the Group, since it provides specific means to raise issues.

Pay gap between CEO and employees
The salary level for the CEO is 3.1 times the median employee salary. This is a significant change from the 2023 figure of 3.3 due to production being relocated from Latvia back to Denmark.

The calculation used basic salary without taking into account the differences in pay structures in the three countries in which the HITSA Group had employees as of 31 December 2024.

Governance by board game

How do you communicate a 46-page strategy document to 89 employees? So they can all grasp it for themselves? This was one of the internal challenges facing HITSA in 2024, and the solution was a four-person board game.

The strategy game was developed internally at HITSA. Besides the game conveying knowledge about the strategy and major upcoming projects, it was also important that it was fun, involved physical activity, and that winning came through collaboration.

So there were four roles – a developer, a salesperson, a production worker and a sustainability officer – who needed to work together to fulfil the visions of HITSA and Lampas. The game includes going through ISO certification and introduction of a new resource-planning system, among other challenges. Park benches are built from LEGO bricks, which are featured throughout the game when dealing with complaints, reducing CO2 emissions, and conducting the bench's life cycle analysis.

A staff day in November, which also included an info session and communication exercises, saw all Lampas and HITSA employees having a go at this strategy game. Read more on the following pages.

Here are some of the employee reactions after the staff day with strategy games, info session and communication exercises:

"Now I understand what you are doing!"
(to the sustainability officer)

"The communication exercises were great at showing that people don't always understand the same thing, even when hearing the same words."

"Nobody really wanted to spend a whole day on strategy, but suddenly you found yourself in a completely different world."

"We should do that every Friday."

Sustainability at Lampas

In 2024, Lampas focused on ISO 14001 certification and light pollution, among other factors

Lampas primarily works on sustainability as part of the HITSA Group's overall strategy. Lampas implements the same initiatives, for example, switching to electric cars, waste sorting, transition to renewable energy, discussions with landlord, LCAs and EPDs, as well as ISO 14001 and ISO 9001 certification.

In addition, Lampas focuses in particular on two sustainability areas specific to lighting, LED light sources and light pollution.

CO2

In 2024, Lampas relocated from the HITSA Group's main site in Kolding to a separate site nearby. Energy consumption at the new site has been monitored during the year. Lampas' proportion of the Group's energy consumption and CO2 emissions has not changed significantly. Shortly after moving in, the indoor fluorescent ceiling lights were replaced with LED light sources, and sensors were installed where relevant.

Two out of three company cars were replaced with electric models in 2024. As part of the drive to offer LED replacement kits for existing Lampas lights, the goal in 2024 was to release 5 new LED retrofit kits. A total of 7 kits were completed in 2024.

Certification schemes

The goal of gaining ISO 14001 certification was accomplished in November 2024.

An additional goal was for 2 out of 3 new outdoor lighting products to be DarkSky approved. Lampas launched three new outdoor lights in 2024, all developed with low light pollution in mind. To date, one of these new products is DarkSky Approved, while the other two are in the application stage. DarkSky International continuously changes its criteria for certification, and Lampas keeps an eye on developments.

In 2024, preparatory work was undertaken at group level to enable life cycle assessments (LCA) to be produced internally. LCAs for Lampas products are part of this process and will be developed alongside HITSA products. The target of 2026 is realistic.

Targets

2025: Lampas to hold ISO 9001 certification (quality management) together with the rest of the group.
2026: LCAs for the standard product range and EPDs (Environmental Product Declaration) for selected products in 2026.

A circular economy
In 2024, instructions for disposal of electronics were added to Lampas use and maintenance guidelines. A ‘take back’ concept has not yet been developed, but there is still a desire to explore how such a concept could create real value for customers, Lampas and the environment.

Suppliers and materials
The goal of issuing a Supplier Code of Conduct to Lampas suppliers has not been achieved. This goal is now moved to 2025.

Social sustainability
Lampas comes within the HITSA Group’s overall strategy for social inclusion. However, there were no work placements or other social sustainability activities at Lampas in 2024. The reason for this includes lack of a match between tasks, staff resources and trainee candidates.

Sustainability at own sites
The goal of establishing sustainability measures at the new site has been fulfilled. Waste sorting had already been introduced together with the rest of the group and has continued at the new site. There are no outdoor areas at the new site other than a paved parking area.
A charging station for electric cars has been installed on site.

About the report

We hope that this report has fulfilled its purpose – to offer transparency with regard to the HITSA Group's work on social and environmental sustainability. We also hope it may inspire other companies to take action on identifying and improving their impact on people and the environment.

The report has been divided into E, S and G partly in preparation for reporting according to CSRD and partly to make the report's data easier to compare with that of other companies.

Data for the report is gathered on an ongoing basis by Sustainability Officer Josephine Husted Jespersen and HR Manager Birgitte Eybye (right).

This is the fourth report covering the HITSA Group's sustainability work. All past reports can be viewed at hitsa.com.

We are happy to answer any questions about the report or our sustainability work. Thank you for reading.

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Appendix

TOTALT INPUT AND OUTPUT FOR THE ORGANISATION	TOTAL		
	2022	2023	2024
CO2 EMISSIONS	**TONNES**	**TONNES**	**TONNES**
Scope 1	556,7	445,5	358,7
Scope 2	104,3	101,8	110,3
Scope 3	-	14.511,4	10.100,5
Total CO2 scope 1+2	661,0	547,3	469,0
Total CO2 scope 1+2+3	-	15.058,7	10.569,5
CO2 EMISSIONS	**%**	**%**	**%**
Reduction scope 1 and 2 compared to 2021	33	45	52
ENERGI CONSUMPTION	**KWH**	**KWH**	**KWH**
Electricity consumption	880.313	815.939	910.598
… of which renewable energy	880.313	815.939	842.672
ENERGI CONSUMPTION	**M3**	**M3**	**M3**
Natural gas	199.355	191.010	180.552
… of which biogas*	0	0	0
District heating	0	0	0
ENERGY CONSUMPTION	**L**	**L**	**L**
Diesel – heating oil*	9.600	11.900	6.400
FUEL - OWNED AND LEASED CARS	**L**	**L**	**L**
Petrol	9.603	5.346	1.640
Diesel	70.276	62.563	50.955
... of which biofuel	4.058	2.840	1.990
WATER CONSUMPTION	**M3**	**M3**	**M3**
Water	693	500	615
WASTE	**T**	**T**	**T**
Total waste volume	-	178,9	213,2

REF.	ESG - ENVIRONMENTAL DATA	2022	2023	2024
2.	**CO2 EMISSIONS**	**T/ CO2**	**T/ CO2**	**T/ CO2**
2.1	Scope 1	556,7	445,5	358,7
2.2	Scope 2	104,3	101,8	110,3
2.3	Scope 3	-	14.511,4	10.100,5
	Total CO2	-	15.058,7	10.569,5
3.	**ENERGY**	**GJ**	**GJ**	**GJ**
3.1	Energy consumption	14.252	13.158	12.388
		%	%	%
3.3	Proportion of renewable energy	24	22	47
4.	**WATER**	**M3**	**M3**	**M3**
4.1	Water consumption	693	500	615
5.	**WASTE**	**T**	**T**	**T**
5.1	Waste consumption	-	178,9	213,2

WASTE	2022*		2023		2024	
	kg	%	kg	%	kg	%
Total volume	-	-	174.094	100	213.203	100
Recycling	-	-	156.564	90	185.375	87
Incineration	-	-	7410	4	17.530	8
Hazardous waste	-	-	9040	5	8818	4
Waste to energy	-	-	1080	1	1480	1
Landfill	-	-	0	0	0	0

* 2023 was the first year with combined numbers for waste for the whole group

SOCIAL INPUT DATA	TOTAL		
	2022	2023	2024
SOCIAL EMPLOYEE CONDITIONS			
COLLECTIVE AGREEMENTS	**NUMBER OF PEOPLE**	**NUMBER OF PEOPLE**	**NUMBER OF PEOPLE**
Covered by collective agreement	53	56	66
Not covered by collective agreement	52	50	25
Full-time workforce	105	103	96
	NUMBER OF FTE / %	**NUMBER OF FTE / %**	**NUMBER OF FTE / %**
Employee turnover	26	21	33
	DAYS	**DAYS**	**DAYS**
Absence due to illness	1318	700	702
	DAYS/ FTE	**DAYS/ FTE**	**DAYS/ FTE**
Absence due to illness	12,6	7,5	8,2
	NUMBER	**NUMBER**	**NUMBER**
Total number of accidents at work	4	3	5
Serious accidents at work	0	0	0
	0	0	0
GENDER DIVERSITY	**NUMBER OF PEOPLE**	**NUMBER OF PEOPLE**	**NUMBER OF PEOPLE**
Women	32	29	27
Men	73	69	65
GENDER DIVERSITY, MANAGEMENT	**FTE**	**FTE**	**FTE**
Managers in total	16	16	14
Women	5	3	2
Men	11	13	12

KPI	SOCIAL KPIS	2024	MÅL 2024	MÅL 2025	MÅL 2026
1	**NUMBER OF APPRENTICES**	**2**	**2**	**2**	**-**
2	Number of work placements	4	6	7	-
3	Number of employees from the fringes of the labour market	14	11	12	-
	As a % of employees at HITSA A/S and Lampas A/S	17,7%	14,1%	14,6%	-

REF.	ESG – SOCIAL DATA	2022	2023	2024
7.	**SOCIAL AND EMPLOYEE CONDITIONS**			
		%	%	%
7.6	Collective agreement	50	56	73
		FTE	**FTE**	**FTE**
7.8	Full-time workforce	105	103	96
		%	%	%
7.9	Employee turnover	26	21	33
		DAYS/FTE	**DAYS/FTE**	**DAYS/FTE**
7.10	Absence due to illness	12,6	7,5	8,2
		FACTOR	**FACTOR**	**FACTOR**
7.12	Accidents at work	19	15	27,5
8.	**DIVERSITY**	%	%	%
8.5	Gender diversity in the organisation	30	30	29

REF.	ESG – MANAGEMENT DATA	2022	2023	2024
11.	**BOARD OF DIRECTORS**	%	%	
11.1	Gender diversity on the board of directors	0	0	0
11.3	Attendance at board meetings	95	-	-
12.	**SENIOR MANAGEMENT AND OTHER MANAGEMENT TEAMS**	%	%	%
12.1	Gender diversity for management teams	31	19	14
		times	times	times
12.4	Pay gap between CEO and employees	2,5	3,3	3,1

ENVIRONMENT – ENVIRONMENTAL DATA		
CO2 equivalents, Scope 1	Direct emissions resulting from the company's own combustion of fuels and materials	Greenhouse gases (GHG) are calculated based on each individual fuel type = ∑ (fuel type used in tonnes * conversion factor per fuel type) per fuel type. Subsequently normalised to CO2 equivalents.
CO2 equivalents, Scope 2	Indirect emissions from the energy used to produce electricity, district heating or district cooling purchased by the company for its consumption	Scope 2 emissions are calculated per country per purchased MWh of electricity and/or GJ of district heating/cooling
CO2 equivalents, Scope 3	Indirect emissions from activities that the company does not own or control. Divided into 15 categories.	(Activity data×Emission factor). Where activity-based data is not available, spend-based data is used.
CO2 equivalents, Total	Total emissions	∑ (Scope 1 + Scope 2 + Scope 3)
Carbon intensity	Total emissions/turnover	∑ (Scope 1 + Scope 2 + Scope 3)/total turnover for the year
Energy consumption	Energy consumption must include both Scope 1 and 2 sources (see previous definitions), including renewable energy consumption	∑ (fuel type used (t) * energy factor per fuel type) per fuel type + (electricity used (incl. renewable energy) (MWh)*3.6) + (district heating/cooling used, incl. renewable sources of heating/cooling (GJ))
Energy intensity	Total energy consumption/turnover	Energy consumption/total turnover for the year
Renewable energy share	Proportion of total energy consumption coming from renewable energy sources	(Renewable energy/Energy consumption) * 100.
Water consumption	The total volume of water drawn within the boundaries of the company from all sources, including surface water, groundwater, rainwater and municipal water supply	Total water consumed – gross
Waste consumption	Total volume of solid materials leaving the company directly for waste management	Total waste – gross

SOCIAL – SOCIAL DATA		
Collective agreements	People covered by a collective agreement	Number of people employed in the business covered by a collective agreement/total number of people in the business at the end of the period.
Full-time workforce	Number of full-time equivalents	FTEs + temporary staff
Employee turnover rate	Proportion of voluntary and non-voluntary departures	((Voluntary + Non-voluntary departing FTEs)/FTEs) * 100
Absence due to illness	Number of full days the total number of employees are sick and not at work, compared to the number of full-time equivalents	(Number of sick days for all own FTEs for the period)/(Total FTEs)
Accidents at work	Proportion of hours lost due to accidents at work	Number of accidents at work multiplied by 1,000,000/total number of hours worked by all FTEs
Gender diversity in the organisation	Proportion of female employees	((Female FTEs + Female temporary staff)/(Full-time workforce)) * 100

GOVERNANCE – MANAGEMENT DATA		
Gender diversity on the board of directors	Proportion of female board members	((Female members of the board elected by the General Meeting)/(All members of the board elected by the General Meeting)) * 100
Attendance at board meetings	Attendance at board meetings	((∑ Number of board meetings attended) per board member/(Number of board meetings * Number of board members)) * 100
Gender diversity in other management teams	Proportion of female managers	((Female managers)/(All managers)) * 100
Pay gap between CEO and employees	How many times the median employee salary can be covered by the CEO's salary	CEO compensation/Median employee salary
Gender pay gap	The difference between the median gross hourly earnings of male employees and of female employees as a percentage of the average gross hourly earnings of male employees	Median male salary/Median female salary

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