



Qubiqa Group

**CORPORATE SOCIAL
RESPONSIBILITY REPORT**

2023/2024



Table of Contents

- 3 Management introduction**
- 5 Qubiqa Group profile**
- 7 Financial key figures**
- 7 CSR key figures**
- 8 CSR Governance activities and results**
 - 8 Revised organisational CSR setup**
 - 8 New Group CSR policies**
 - 9 New Group CSR targets**
 - 10 ISO re-certification and possible expansion**
 - 11 Internal CSR questionnaire**
 - 11 Support for UN Global Compact and the SDGs**
 - 13 Responsible purchasing & supply chain management**
 - 14 Anti-corruption**
 - 14 High level of data security**
 - 15 Board composition diversity**
 - 15 Marketing and CSR communication**
 - 15 Preparing for double materiality assesment and CSRD reporting**
- 17 Environmental activities and results**
 - 17 Carbon emissions**
 - 18 Carbon-neutral electricity**
 - 18 Incorporating sustainability in product development**
 - 19 Waste management**
- 20 Social activities and results**
 - 20 Work-related injuries**
 - 21 Sickness absence**
 - 22 Human & labour rights, diversity, inclusion, equality & equity**
 - 23 Employee development interviews**
 - 24 Community engagement**
- 25 Accounting principles**

Management introduction

the Qubiqa Group, we are strongly committed to doing business in a way that respects and supports people, society and the environment. We label this Corporate Social Responsibility (CSR) - which we treat synonymously with terms like Responsible Business Conduct (RBC)



or Sustainability - and we use the method ESG (Environment, Social, Governance) to categorize and report on CSR.

On the following pages, we are delighted to share the status for our CSR activities and results during the financial year 2023/24, starting with the governance theme, which was the year's main CSR priority. Before that, however, four developments deserve special mentioning.

First and foremost, in July 2023 Qubiqa Holding acquired the Danish robotics company CH System A/S and welcomed 70 new colleagues to the existing team of 240 at Qubiqa A/S (Denmark) and Qubiqa Sp. z o.o. (Poland). Since the acquisition, we have worked hard to harmonise and streamline our CSR governance at Group Level. This has, inter alia, meant expanding the organisational CSR setup, harmonising various documents and procedures, and looking into new opportunities for transferring best practices between the three companies.

While this is a lengthy and still ongoing task, it has been aided by the fact, that CH System was already recognised for responsible business operations and compliance with some of the strictest industry regulations at the time of the acquisition. Examples included an existing ESG Policy and Code of Conduct, carbon emissions accounting, and ISO 9001 quality management system certification.



We are more resilient together, and it has been an absolute pleasure to see how the integration of CH System has strengthened common values and objectives.

Secondly, our hard work was reflected in the sustainability ratings we received by EcoVadis. When Qubiqa Denmark completed its second reporting to EcoVadis, our hope was to retain the existing bronze medal or even advance to Silver. But as it turned out, Qubiqa Denmark was awarded a gold medal in October 2023. The increased overall performance score of 73/100 points placed Qubiqa Denmark in the top 5 per cent of companies evaluated by EcoVadis and the top 1 % of companies in our industry category.



The good news continued in March 2024, when CH System went from bronze to silver with an overall performance score of 66/100 points, thus placing it in the top 15% of companies evaluated by EcoVadis. Similarly, CH System received high scores in comparison with industry and national average at other platforms for registering ESG data requested by customers, including CDP (Carbon Disclosure Project), SupplierAssurance's SAQ 5.0 (Sustainability Assessment Questionnaire), IntegrityNext, Factlines, and TransparencyGate.



The EcoVadis gold and silver medals in particular serve as independent, external recognition of our commitment to CSR, and they meet a need for documenting our commitment, which our customers and other stakeholders increasingly demand. Preparations are therefore also underway to have Qubiqa Poland included in the EcoVadis monitoring, and we plan to apply to have all three companies covered by a multi-site EcoVadis sustainability rating in 2025.

Qubiqa Group

Group CSR Policies



Thirdly, we take great pride in our eight new Group CSR Policies for the following areas:

1. Health & Safety
2. Employee Engagement & Satisfaction
3. Diversity, Inclusion, Equality & Equity
4. Human Rights & Labour Rights
5. Anti-corruption
6. Environmental Practices
7. Purchasing & Supply Chain Management
8. CSR Communication

Qubiqa Group

Group CSR Targets



The policies and a corresponding set of CSR targets were approved by our Group CSR Steering Committee, Executive Board, and Board of Directors in late 2023 and took effect in January 2024. The policies are publicly available on our website, and we encourage interested stakeholders to read them.

Finally, we have begun preparations to report in accordance with the EU's Corporate Sustainability Reporting Directive (CSRD), which will be a legal obligation for us by FY 2025/26, c.f. the revised Danish Financial Statements Act. Compliance with CSRD will, among other things, involve carrying out a double materiality assessment and identifying relevant ESG disclosure requirements to include in our future annual reports. The Group expect to spend considerable time and effort on this and will probably aim for a 'light approach' to CSRD the first year to avoid overreaching. However, we are looking forward to this essential analytical work, which will undoubtedly help accelerate and further focus our CSR reporting capabilities.

Thank you for the interest you are showing the Qubiqa Group by reading this report.

September 2024

Morten Lagoni Seeberg, CEO



Morten Lagoni Seeberg, CEO

Qubiqa Group profile

The Qubiqa Group delivers innovative, high-quality solutions for optimizing internal logistics and packaging in multiple industries. We do so for customers all over the world, under two strong brands, and from (currently) 11 owned, leased and rented sites in Denmark and Poland.



The Qubiqa Group consist of three main companies:

- Qubiqa A/S in Esbjerg, Denmark. It specialises mainly in automated handling and packaging systems for products such as insulation boards/rolls, ceiling boards, roof tiles, kitchen elements, biomass, etc. The company was founded in 1945, under the name Seelen.
- Qubiqa Sp. z o.o. in Piła, Poland. As Qubiqa's subconstruction division, it specialises in complete or partial supply of internal logistics systems or modifications to existing systems, steel structures, and production of electrical switchboards for production units. The company was established in 2005.

- CH System A/S in Naestved, Denmark. It specializes in supporting heavy industries with tailored robotic material handling and packaging solutions for industrial products. Main business areas include food and medical, building materials, gantry robots, future energy (Power to X, battery packs and biomass handling), OEM components, pallet inspections, and automatic roll storage systems (ARSS). The company dates back to 1968, and it joined the Qubiqa Group in July 2023 via a strategic acquisition.

All three Group companies are lean, efficient, and technologically geared to handle both small- and large-scale projects at a high and competitive level on both the domestic and global export market.

The Qubiqa Group's vision is "Realizing Opportunity". To us, this means helping our customers realize their potential in the best possible way.

An important part of our value proposition is that we offer the complete package – from development of high-tech, state-of-the-art machines and systems to turnkey installation of complete end-of-line equipment or upgrades of existing systems. We also offer customized aftersales solutions such as scheduled service visits, remote troubleshooting, 24/7 hotline, etc. Where others outsource, we handle design, programming, manufacture, testing, installation, and commissioning ourselves.

Another aspect that sets us apart from competitors is that we do not deal in standard products. Customers tell us what they need, and we will construct it to fit their production line perfectly. In other words: "We do not sell what we build. We build what we sell."

The Qubiqa Group is primarily owned by local businesspeople from Esbjerg, including chairman of the board Axel Manøe Jepsen, board member Esben Bay Jørgensen, CEO Morten Lagoni Seeberg, CFO Jørgen Prange Løvschall, and two private investors: Claus Skov and Jesper Kalko. The two previous owners of CH System, John Thrane Nielsen and Christian Weinreich, joined the ownership Group in 2023.

CSR VISION:

We want to be the preferred, responsible partner and supplier of high-quality products, services and knowledge to our customers to help them realize their opportunities.

Based on the CSR vision, we always strive to accomplish that our owners, employees, customers, suppliers, and other stakeholders see:

- *That we work ambitiously with CSR and that we do not compromise on our values.*
- *That we offer safe and attractive workplaces.*
- *That our employees can grow with the Group because we offer good opportunities for personal and professional development.*
- *That our customers get high quality solutions produced under environmentally sustainable and socially responsible conditions.*
- *That our solutions do not only enhance customer's efficiency and productivity but also reduce their climate footprint and advance employee well-being by decreasing heavy lifts and repetitive tasks – thereby benefitting both environmental and social sustainability.*



Selected financial key figures

More details can be found in our Annual Report 2022/23.

FINANCIAL FIGURES	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19 (baseline)
Gross result (in 1.000 DKK)	206,592	148,107	109,661	85,907	94,405	111,372
Annual profit (in 1.000 DKK)	24,781	30,538	15,826	1,146	3,991	-2,048
Total equity (in 1.000 DKK)	98,770	81,592	70,375	45,736	32,155	34,940
Equity ratio	28%	27,28%	29,26%	29,01%	25,76%	17,37%
No of employees	284	211	191	185	215	233

Selected CSR key figures

AREA	GOALS	GOALS IN NUMBERS	NOTE I	2023/24	2022/23	2022/21	2021/20	2019/20	2018/19 (baseline)
E Environment	Implement initiatives to reduce our energy consumption	3 initiatives/year	II	4	3	2	2	2	2
	Use carbon-neutral electricity	100 %	III	100 %	100 %	100 %	100 %	100 %	100 %
	Compensated carbon emissions (tonnes)	N/A	III	441.0	507.3	638.1	332.0	70.0	98.9
	Incorporate sustainability into our product development	2 initiatives/year	II	1	2	3	2	2	2
S Social	Reduce the No of lost time injuries (LTIF)	Max. 10	II	6	13	18	13	8	14
	Reduce sickness absence	Less than 3.1 %	IV	3.3%	3.5%	3.7%	3.0%	2.1%	2.5%
	Conduct annual employee development interviews	95%	II & V	84%	83%	96%	84%	100%	N/A
	Hire apprentices / trainees etc.	3	II	13	12	9	9	12	14
G Governance	Ensure required suppliers with new contracts sign Supplier Code of Conduct	100% during the year	VI	100%	100%	100%	100%	100%	100%
	Conduct anti-corruption training	100 % of "high-risk positions"	VII	50%	100%	100%	100%	100%	100%
	Ensure high level of data security	2 initiatives/year	II	4	2	3	4	2	2
	Increase number of female members of the board	25% (=1) or more	II	0	0	0	0	0	0
	Comply with all marketing rules	No. of violations	II	0	0	0	0	0	0

I: The table only include 13 goals for which we have measured performance since 2018/19. The accounting principles are further explained at the end of the report. As the text shows, our activities and results go well beyond these goals. In our next reporting on CSR for 2024/25 we will include new CSR targets (effective since January 2024), choose a larger number of data points, and set new a baseline year.

II: The figure for 2023/24 includes Qubiqa Denmark, Qubiqa Poland and CH System. The figures for all financial years before that only include Qubiqa Denmark and Qubiqa Poland.

III: The figures only include the HQs of Qubiqa Denmark and Qubiqa Poland. For Qubiqa Poland's HQ, carbon-neutral electricity has been consumed since January 2021. CH System's HQ began consuming carbon-neutral electricity in January 2024.

IV: The figure for 2023/24 includes Qubiqa Denmark, Qubiqa Poland and CH System. The figures for all financial years before that only include Qubiqa Denmark, not Qubiqa Poland.

V: The Qubiqa model for employee development interviews was in a test phase in 2018/19, so comparable data are not applicable.

VI: As this only became a requirement for CH System in Q2 2024, only data for Qubiqa Denmark and Qubiqa Poland are included.

VII: As this was not made a requirement for CH System in 2023/24, only data for Qubiqa Denmark and Qubiqa Poland are included.

CSR governance activities and results

In the Qubiqa Group, we consider a systematic approach to CSR governance a vital management tool – both to provide assurance to our owners and other stakeholders, to comply with all relevant laws and regulations, and to ensure alignment with existing and emerging ethical standards. FY 2023/2024 proved an exceptionally busy year in this respect, as illustrated by the activities and results described below.

Revised organisational CSR setup

In late 2023, we completed the second of two stages in a detailed review of CSR governance at Group Level, which was further necessitated by the expansion of the Group with CH System.

As per January 2024, CSR in the Qubiqa Group is governed by:

- **The Board of Directors** and **Executive Board**, which have overall responsibility for strategic decisions related to CSR and allocation of resources. CSR is an agenda point at relevant board meetings.
- **The Group CSR Steering Committee**, which is led by the CEO of Qubiqa Holding and consists of senior executives from the three Group companies and dedicated specialists. The Group CSR Steering Committee is responsible for ensuring fulfilment of CSR policies, targets, and action plans. The committee convenes at least quarterly to follow up on progress and agree on appropriate new initiatives.
- **The Group CSR Team**, which is made up of CSR consultants and supporting staff. The team carries out practical work and manages projects according to agreed budgets, timelines and deliverables on behalf of and as directed by the CSR Steering Committee.

- **Ad Hoc CSR Project Groups**, which usually include managers and employees from each company. These temporary groups implement specific projects across the companies and are coordinated by the Group CSR Team.
- **CSR Points of Contact (PoC's)**, who are appointed voluntarily within each company in Denmark and Poland, act as local CSR-ambassadors, and participate in relevant CSR Project Groups.

This new structure not only serves to ensure that CSR efforts address the entire Group but also to promote awareness and co-ownership by capturing feedback and ideas from employees.

CSR topics are also frequently on the agendas of two other fora in each company – the **Works Councils** and the **Workplace Health & Safety Organisations**. These consist of both management and employee representatives who have the right to be heard and involved in decisions that significantly affect employment terms and working conditions.

 CSR

New Group CSR policies

In late 2023, a lengthy process of updating, reformulating, and expanding our CSR policies was completed. We now have a set of eight new policies, which took effect in January 2024 after being approved by the Group CSR Steering Committee, Executive Board, and Board of Directors. The titles of the policies are illustrated to the right.



Each CSR policy describes what the Group envisions within the given area, our objectives, implementation principles, performance measures, and sanctions we may apply in case of non-compliance. They are publicly available on www.qubiqa.com, where we encourage interested parties to read them, and they have been translated into Danish and Polish for employees who prefer to read them in their native language.

In the first half of 2024, the policies were also followed up with motivational introductory videos and with information at meetings for management, Works Councils and Health & Safety Organisations in all three companies.

We are currently also considering making each policy even more actionable at the individual level via an Employee Code of Conduct (ECoC) with concrete behavioural requirements and expectations – thus supplementing personal employment contracts, collective agreements, staff handbooks, IT policies, etc. We expect an existing draft ECoC to be adjusted and formally approved by top management in 2024/25.

Starting in 2025, the CSR policies will be collectively reviewed once a year to follow up on implementation and evaluate their effectiveness. Throughout any given year, however, all employees are encouraged to provide feedback to the CSR Steering Committee on how the policies may be improved or supplemented by new ones. At present we are, e.g., planning to write a CSR Policy on Responsible Investment and a CSR Policy on Preparedness & Crisis Management in 2025.

New Group CSR targets

The eight CSR policies were supplemented by a set of Group CSR Targets, which were likewise approved in December 2023. This document contains 53 targets under 22 themes organised around the titles of the CSR policies and crosscutting areas (illustrated on next page).

The Group CSR targets constitute the framework for formulating more concrete CSR action plans for relevant deliverables. Most of them have

deadlines spanning the period 2024-2026, but some have permanent status. Noteworthy examples that were fully achieved, initiated or planned before the end of FY 2023/24 are described in this CSR Report.



Policy-specific CSR target themes:

1. Reduce work-related accidents
2. Increase employee well-being and highlight career development opportunities
3. Prevent prejudice, harassment, bullying, violence, and other offensive and inappropriate behaviour in the workplace
4. Decrease sickness absence
5. Provide a great place to work
6. Identify possibilities for recruitment, onboarding, and retention of people with disabilities
7. Increase gender-based equality
8. Uphold and promote respect for human and labour rights
9. Prevent corruption
10. Conduct and expand anti-corruption training
11. Reduce carbon emissions
12. Reduce waste, water, materials, etc. in the value chain
13. Strengthen green product transition and circular economy
14. Help employees to include environmental sustainability in their dialogues with suppliers and customers
15. Perform risk assessment and audits for suppliers based on new selection criteria.
16. Strengthen CSR communication

Crosscutting CSR targets:

17. Training
18. On-boarding
19. Stakeholder analysis and involvement
20. Responsible investment
21. Crisis management
22. QHSE management system

The new Group CSR targets replace the 13 'CSR goals' included in our previous CSR reports and for which we have measured performance quantitatively since 2018/19 (baseline year). However, given that the new targets took effect on 1 January 2024 – i.e.

the middle of FY 2023/24 - the 13 goals and their achievement levels are still described in the text of this report and in the table with key CSR figures on page 7.

In the table, the 13 goals have been re-arranged to fit the ESG reporting method, thus abandoning the titles of four former 'CSR focus areas' (Environment & Energy, Employees, Customers & Products, and The Surrounding Society). The ESG categorisation method is more in tune with today's prevalent reporting standards, and it aligns better with the EU Corporate Sustainability Reporting Directive (CSRD).

The accounting method for the table has also been slightly altered to take into account the Group's expansion with CH System in July 2023. When we report on CSR in 2024/25, we plan to include a larger number of data points and set new baseline years for the entire Group.

ISO re-certification and possible expansion

In general, we are always on the lookout for best practices that might be transferred between our companies or implemented at Group Level. One example is that CH System's quality management system (QMS) has been ISO 9001 certified since 2017 and was last re-certified in June 2023, i.e. just before entering the Qubiqa Group but within FY 2023/24. CH Systems experience will therefore be of vital importance when we initiate a QHSE Management System gap analysis for an ISO 9001 (Quality), ISO 14001 (Environment), and ISO 45001 (Health & Safety) Group multi-site certificate. Conducting this analysis and deciding whether to proceed with ISO certification is one of our key new CSR targets for 2025.



Internal CSR questionnaire

As in previous years, we initiated a CSR survey for FY 2023/24 among all Group managers and board members. At the time of writing, however, the survey was not yet concluded. The survey contains 13 questions related to human rights, labour rights, environmental practices, corruption, conflicts of interest, and remedy (e.g. corrective measures, redress or compensation for negative impacts). The questions address conditions both within the Group and companies in our supply chain.



Support for UN Global Compact and the SDGs

Following the acquisition of CH System, the Group decided that both CH System and Qubiqa Poland must become participants of the United Nations' Global Compact in 2024/25, just like Qubiqa Denmark has been since 2022. This is only natural, given that our CSR strategy is based on Global Compact's ten principles for human rights, labour rights, anti-corruption, climate, and environment.

It also ties in closely with the United Nations' Sustainable Development Goals (SDGs), of which we have incorporated four into our CSR strategy and business activities. See how in the illustration on the next page.

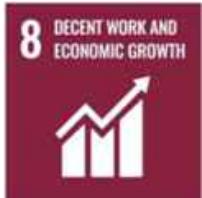


G

Governance

Support for the UN Sustainable development goals

The Qubiqa Group support the United Nations' SDGs, and we have arranged our CSR objectives and activities to contribute to this agenda. Where possible and feasible, we incorporate the SDGs into our business activities. Our CSR strategy includes direct support for the following four SDGs:

The SDG...	...aims at...	...and the Qubiqa Group supports the SDG as...
 7 AFFORDABLE AND CLEAN ENERGY	... ensuring that everyone has access to reliable, sustainable and modern energy at an affordable price, which is achieved, among other things, through increasing the consumption of renewable energy as well as through increased efficiency in the consumption of energy...	... we regularly calculate and report on our carbon emissions and work purposefully to reduce emissions. We focus on optimizing and reducing our energy consumption and working towards converting consumption to renewable and emission-reduced forms of energy. One of our focus points is the materials and transport consumption associated with our business. <i>Especially SDG targets 7.2 and 7.3 are addressed.</i>
 8 DECENT WORK AND ECONOMIC GROWTH	...promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, which is achieved, among other things, by promoting productive activities that create decent jobs, creativity and development, and by creating a safe and stable working environment for all workers...	... we offer opportunities for employees to work on their specialties and grow professionally by carrying out systematic employee development interviews and workplace assessments as well as ensuring well-functioning processes for following up on these assessments. We have drawn up employee policies, we offer a range of staff benefits, and the working environment rarely causes work-related injuries. <i>Especially SDG targets 8.2 and 8.3 are addressed.</i>
 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	... up to date manufacturing equipment with increased resource-use efficiency and adoption of clean and environmentally sound technologies and industrial processes...	... we aim at finding methods for designing and manufacturing our products in a resource efficient way, which can include designing products that can be disassembled in each material fraction at end-of-life, designing high-quality products that last for many years, designing products that consume less energy during use, and designing products based on transportation optimizations. <i>Especially SDG target 9.4 is addressed.</i>
 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	... ensuring sustainable consumption and forms of production, which is achieved, among other things, by reducing waste generation through prevention, reduction, reuse and recycling, performing efficient use of natural resources, communicating relevant information and awareness for sustainable development, as well as by integrating information on sustainability into companies' reporting cycle...	... we have established a model for incorporating sustainability into both product design and product development. We continuously register our manufacturing materials and waste, and optimization actions are implemented on an ongoing basis. Waste fractions are sorted at the source and waste disposal comply with regulations and good practices. We communicate with stakeholders to increase sustainability awareness, and we publish an annual CSR report. <i>Especially SDG targets 12.2, 12.5, and 12.6 are addressed.</i>

Responsible purchasing & supply chain management

As mentioned above, both Qubiqa Denmark and CH System received impressive EcoVadis sustainability ratings in 2023/24, including in the category 'sustainable procurement'.

Despite this, however, EcoVadis also indicated room for improvement, e.g. stating that we had not provided conclusive documentation on:

- *Training of buyers on social and environmental issues within the supply chain.*
- *Onsite audits of suppliers on environmental or social issues.*
- *Capacity building of suppliers (e.g. corrective actions or training).*
- *Unique incentives for suppliers (e.g. supplier awards, supplier preferred supplier programme or access to RFPs).*
- *Sustainable procurement objectives integrated into buyer performance reviews.*

As a Group that prides itself of close partnerships with suppliers we have taken to this heart. We take responsibility for our own immediate impacts on people, society, climate and environment, and - whilst we accept different levels of CSR maturity - we want our suppliers to do the same. We therefore emphasize the following initiatives from 2023/24:

- In September 2023, we formed a Project Group on purchasing and supply chain management with delegates from all three companies.
- In November 2023, we established a new position as Group Supply Chain Director and hired an experienced top executive to fill it.

- In January 2024, our Policy on Responsible Purchasing & Supply Chain Management and associated CSR targets went into force.
- In March 2024, we launched a new Group Handbook which elaborates and operationalises the Group's new policy to ensure systematic application. The 20-page handbook outlines organisational set-up and responsibilities, work procedures, and practical tools for the CSR approval process of suppliers, CSR risk assessments, the SCoC, CSR supplier questionnaires, requirements in contracts or letters of agreement, reviews and audits of suppliers, due diligence investigations, and training of employees.
- Also in March 2024, we audited two supplier companies in Poland for compliance with our SCoC. The audits were performed via interviews, direct observations at production facilities, and dialogue about ESG issues. In both cases, results were positive and left no need for corrective actions or follow-up audits.
- In April 2024, two training workshops were held in Denmark and Poland for 22 managers and employees. The workshops served to achieve a common understanding of what is needed to ensure the implementation of the new CSR policy, CSR targets, and the procedures and tools in the new handbook.

During 2023/24 we also began a process to update the Group's Supplier Code of Conduct (SCoC) in English, Danish and Polish. The SCoC has been in place since 2021 and lists requirements of suppliers in the areas of human rights, labour rights, environment, climate, and anti-corruption.

Our annual goal that all required suppliers with new contracts sign the SCoC was met 100% for Qubiqa Denmark and Qubiqa Poland in 2023/24. Controls show that this was also the case for the vast majority of CH System's suppliers. However, the requirement to collect signed SCoC was only made applicable to CH System in the Spring of 2024 following a change to SAP accounting software.

As a new CSR target to improve our CSR control processes for suppliers from 2024/25, we have decided that company risk assessments must be carried out for all new suppliers of products or services within industries given a 'high' or 'very high' risk score.

These risk assessments will then be followed up by audits for selected companies to identify potentially negative impacts such as human and labour rights violations, environmental degradation, or corruption. Audits in the form of offsite administrative checks on onsite visits can, if serious misconduct is suspected, be followed by more thorough due diligence investigations.

Anti-corruption

The Group experienced no actual or suspected cases of corruption in 2023/24. Likewise, we did not receive claims of corruption (nor any other CSR-related misconduct) through Qubiqa's and CH System's anonymous whistleblower systems, which follow EU Directive 2019/1937 and are administered by an independent, ISO 27001-approved, company (WhistleSystem ApS).

As part of our anti-corruption efforts in 2023/24, the Group began a corruption risk assessment, drafted a 'Procedure for Approval of Sensitive Transactions', and updated our training material for in-house courses, which encompasses presentations, videos, dilemma exercises, discussions, and exchange of experiences.

Since 2018/19, the Group's annual goal has been to conduct anti-corruption training sessions for 100% of new employees (i.e. those hired within the last 12 months) in four job positions: top management, purchasing, sales, and project management. Unfortunately, this goal was not met in 2023/24.

Given that CH System entered the Group in July 2023, none of its employees had participated in prior training seminars, and merely training newly hired employees would not suffice. CH System was therefore exempted from the goal in 2023/24. Instead, an ambitious anti-corruption training plan for CH System has been made for 2024/25.

For Qubiqa Poland, training was conducted on 29 May 2024. Unlike previous years, however, this did not only address three newly hired employees, but also served as a brush-up course for 16 employees with more than 12 months tenure. The 19 participants included the CEO, the HR Manager, the Manager of Engineering, three accounting specialists, four purchasing specialists, three sales specialists, four engineering specialist, and two production managers.

For Qubiqa Denmark, a training session for five employees on 21 May 2024 had to be postponed. The rationale was to show sensitivity due to a round of layoffs affecting two of the employees. The other three will be trained later in 2024/25.

With the required training thus completed for three Polish employees, but not for three Danish employees, the combined goal achievement rate for the two Qubiqa companies was 50%. Nonetheless, more employees (19) were trained than in previous years. Moreover, from 2024/25, we plan to expand the training of newly hired employees in all three companies with a requirement that employees who have worked for more than three years in relevant positions repeat the training or participate in brush-up seminars.

High level of data security

The Group's goal of at least two initiatives per year to ensure a high level of data security was more than met in 2023/24. The largest initiatives were implemented at CH System, where we:

- Replaced all network equipment thereby increasing security considerably with next-generation firewalls, network segmentation, etc.
- Replaced all server and storage hardware and at the same time introduced a new, greatly improved backup solution.



- Improved IT security with a focus on server/endpoint configuration and patching.
- Implemented security awareness training.

Meanwhile, Qubiqa Denmark carried out numerous activities to optimize existing systems and technologies, and continued its contract with an independent cybersecurity company, which involve external and internal penetration tests, phishing campaigns tests, security assessments and advisory services.

Finally, the Group began the process of sourcing a new HR system (not yet implemented), which will aid in being even better at protecting GDPR-relevant data.

Board composition diversity

For many years, it has been a governance objective that women shall constitute 25% (= 1 member) of Qubiqa Holding's Board of Directors. We are still working to achieve this goal, but it was not met in 2023/24.

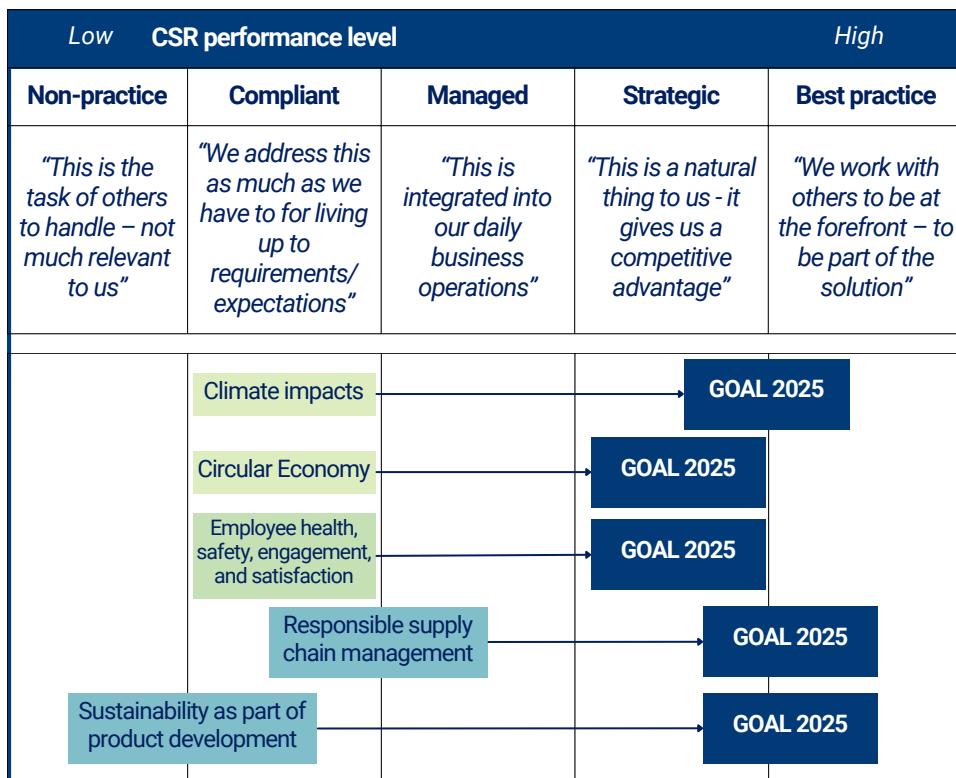
Marketing and CSR communication

As in previous years, the Group was in full compliance with marketing legislation in the countries in which we operate in 2023/24.

A new CSR communication target for 2025 will be to restructure and synchronise CSR-related content on the three companies' websites, which is currently structured under the banners 'Sustainability' and 'Responsibility' on Qubiqa's website and under the banner "ESG/CSR" on CH System's website. Another upcoming target will be to increase CSR communication on the companies' social media platforms.

Preparing for double materiality assessment and CSRD reporting

In line with international guidelines, the Qubiqa Group conducted a materiality analysis in 2022 to identify and prioritize CSR topics. The illustration below shows the five highest prioritized topics from the materiality analysis, along with estimations of our 2021/22 (baseline) maturity levels and ambition levels towards the reporting year 2024/25.



This analytical tool has served us well, and we believe we are on target to meet most - if not all - of the ambition levels. However, to comply with the EU's Corporate Sustainability Reporting Directive (CSRD) by 2025/26, we are obligated to replace the materiality analysis with a more complex, so-called 'double materiality assessment'.

This must deal with both impact materiality and financial materiality, and the results will subsequently determine the number of disclosure requirements and ESG data points we include in future annual reports, c.f. the revised Danish Financial Statements Act.

Producing the double materiality assessment will be a high priority and it is also expected to become one of the most resource-intensive tasks for our CSR governance structure and finance division over the next two years. As initial steps in 2023/24 we began by:

- Familiarizing ourselves with terminology and methodology in CSRD, and relevant European Sustainability Reporting Standards (ESRS).
- Performing six basic ESG impact risk assessments.
- Deciding to replace Qubiqa's existing 'CSR Stakeholder Map' from 2023 with a new 'Group Stakeholder Analysis and Involvement Plan' as CSR target for 2024/25.
- Drafting a manual for collecting and reporting on ESG data points for both EcoVadis and CSRD purposes. So far, we have identified 107 datapoints and started the process of collecting and verifying them, so that we will be able to report for all three companies and track development over the next year.

While we thus expect to spend considerable time and effort on CSRD compliance – and will probably aim for a 'light approach' next year – we are looking forward to this essential work, which will undoubtedly help accelerate and further focus our first binding CSRD reporting in 2025/26.

Environmental activities and results

It is the Qubiqa Group's vision to integrate sustainable environmental practices into our business model, our management approach, our products, and our daily activities—thereby supporting the mitigation of global climate change and minimizing other adverse impacts on the natural environment that we may cause or contribute to. Among our activities and result in 2023/24, we wish to emphasise the following.

Energy-saving initiatives

Following up on previous years' efforts, the Group continued to look for ways to reduce consumption of electricity, district heating, natural gas, LPG, diesel, petrol and other fuels. Four relatively minor new initiatives were implemented in 2023/24, thus meeting our annual goal of three:

- Fitting solar film on the windows of Qubiqa Denmark's main office building to limit the heat in summer months as an alternative to installing a mechanical cooling system, which would have increased electricity consumption.
- Choosing electric cars as new company cars for three managers at Qubiqa Denmark and deciding that electric cars should from now on always be considered first as company cars.



- Moving a laser cutting machine to Qubiqa Poland after Qubiqa Denmark acquired a new one. The machines use approximately the same amount of electricity and gas, so the replacement itself did not necessarily result in reductions, but by getting the old machine, carbon emissions from transport between Qubiqa Poland and subcontractors was saved.
- Switching CH System's lunch supplier from an out-of-town firm near Kooge to one in Naestved as a conscious decision to reduce carbon emissions from transport and support local businesses.

Carbon emissions

In FY 2022/23, Qubiqa Denmark and Qubiqa Poland measured scope 1 and 2 carbon emissions and started estimating scope 3 emissions. For its part, CH System had - prior to joining the Qubiqa Group - produced a Carbon Accounting Report for the calendar years 2021 and 2022. CH System also produced a 'CO2 Strategy 2.0' report in March 2023 with 2030-projections and reduction scenarios.

During 2023/24, the Group have consolidated the measuring of carbon emissions at company level, improved data quality, and synchronised data collection to follow the financial year rather than the calendar year.

The data shows that the expansion of the Group has naturally increased our total carbon emissions from consumption of electricity, district heating, natural gas, LPG, diesel, and other fuels. In 2022/23, when the Group only consisted of Qubiqa Denmark and Qubiqa Poland, emissions were 1,092 tonnes. In 2023/24, after the acquisition of CH System, emissions rose to 1,614 tonnes.

In the coming years, the Group CSR targets are to:

- Map new energy consumption reduction options and relevant carbon neutrality options.
- Set reduction targets for scope 1 and 2.
- Establish a baseline and set reduction targets for scope 3.
- Sign-up for SBTi (Science Based Targets initiative).

During 2023/24, we also spent considerable effort preparing to service our largest customers with the carbon emission data they need from us for their own climate accounting, e.g. as part of Tetra Pak's supplier initiative "Join us in protecting the planet". As a supplier to multiple industries worldwide, we do not doubt that the future customer demand for such data will grow substantially, and we must do our best to meet it.

Carbon-neutral electricity

Today, all three Group companies purchase fully carbon-neutral electricity for their headquarters. Qubiqa Denmark and Qubiqa Poland have done so for several years, and in 2023/24 this compensated for 441 tonnes carbon emissions. CH System purchases are not included in this figure, as its carbon-neutral electricity purchases were initiated on 1 January 2024, i.e. in the middle of the financial year.

Incorporating sustainability in product development

Offering products that facilitate green transition for customers is a longstanding element in the Group's value proposition. And with energy efficiency and sustainable energy production as strong as ever on the global agenda, we have every reason to be optimistic about future demand for our products.



Future Energy – Transforming Energy Production with Innovative Material Handling Solutions and Robotics.

CH System also specializes in providing cutting-edge material handling solutions that often include using robotics to produce energy.

Our team is dedicated to creating innovative solutions that can help reduce carbon emissions, increase energy efficiency, and create a cleaner environment.

You can find a wealth of information on these and other topics related to the Future Energy.

We invite you to explore our site and learn more about how our material-handling solutions and robots can help you achieve your energy goals.

Moreover, we do not only develop high-quality products that last for many years and consume less energy during use. Our design efforts include minimizing waste of manufacturing materials, avoiding hazardous materials, optimizing transportation, sorting waste fractions at the source, and enabling disassembly in material fractions at end-of-life.

Finally, by designing products that reduce repetitive tasks and heavy lifts, we can help boost employee welfare at customer sites, thus benefitting both environmental and social sustainability.

Since 2018/19, our annual goal has been to launch at least two new initiatives to incorporate environmental sustainability into product development per year. No single new Qubiqa or CH System products stand out as prime examples of this in 2023/24, but we choose to register the goal as 50% fulfilled due to a project in April-July 2024, where CH System mapped PFAS (per- and polyfluoroalkyl substances) and Hexavalent Chromium (Cr6+) in its supply chain. Fortunately, in both cases none were found.

As a new CSR target to further strengthen sustainability in product development and circular economy, the Group has decided to establish a 'Green Product Transition ad hoc group' in 2025 with focus on design, purchases, processes, and test of products.

Waste management

Throughout 2023/24 the Group continued to identify new opportunities to reduce waste in all our facilities (production, warehouse and administration), and to reduce loss of materials, e.g., through reuse, recycling, usage optimizations and utilizing rest lengths of manufacturing materials whenever possible. Our manufacturing IT-systems contribute significantly to this.

The collection and disposal providers to all three companies have appropriate CSR policies and certificates (e.g. ISO 14001, ISO 9001, and ISO 45001). CH System's access to data from its provider (REMONDIS A/S) shows considerable reduction across waste fractions and in total waste collected in 2023/24 (22,395 kg) compared with 2022/23 (37,350 kg). The new waste management system implemented by Qubiqa Denmark in early 2023 has also worked to satisfaction by allowing for sorting waste in more fractions than previously.

We can still do more, however, and as a CSR target for 2025, we plan to conduct a gap-analysis of opportunities for reducing waste, water, materials, etc. upstream and downstream in the value chain.



Social activities and results

The Qubiqa Group commit, *inter alia*, to provide a safe and healthy working environment; maintain high levels of employee engagement and satisfaction; uphold human and labour rights, promote diversity, inclusion, equality and equity in our workforce; support education and vocational training of young people; and engage positively with the local communities where we operate.

Work-related injuries

In 2023/24 the three Group companies experienced a total of three work-related injuries. Although every injury is one to many, this is a noticeable improvement. For comparison, in 2022/23 – *i.e.* before the acquisition of CH System – the number of injuries was 10 when including CH System or 5 when excluding CH System.

The Group's Lost Time Injury Frequency (LTIF) for 2023/24 was 6, which was below our goal of maximum 10, and a considerable improvement compared with 2022/23 where it was 21 (including CH System) or 13 (excluding CH System).

To reduce the risk of work-related injuries, three initiatives in 2023/24 deserve special mentioning. The first was a harmonisation of the Workplace Health & Safety Organisations in all three companies as regards structure, membership, tasks, frequency of meetings, documentation requirements and various document templates. We completed this in May 2024, fulfilling one of our new CSR targets.

The second was installation of new fall protection equipment on tall machines at Qubiqa Denmark in the spring of 2024. This equipment protects our own employees during work on top of the machines and it stays on the machines after delivery, thereby benefiting health & safety at customers' sites as well.

The third was a full day course in May 2024 at Qubiqa Denmark for approx. 10 employees, who needed to learn or update existing knowledge about rigging, *i.e.* the process of attaching and securing a heavy load to a crane, hoist, or other lifting equipment with proper use of slings, hooks etc. Vocational training centre AMU-Vest showed considerable flexibility in accommodating our request, that the course be held in-house in Esbjerg to use of Qubiqa's own equipment and machines in the training. The course gave our employees insight into the centre of gravity and nature of loads, SWL (Safe WorkLoad) markings, applicable regulations, etc.





Upcoming health & safety CSR targets planned for 2024/25 include:

- Formulating Group minimum training requirements.
- Implementing ongoing Workplace Assessments in all three companies (legal requirement in Denmark every 3 years).
- Ensuring that all new employees are instructed on lifting techniques and ergonomics within their first three months of employment (i.e., in addition to the legally required certification of those employees who operate heavy lifting and hoisting equipment).
- Making it binding for CEOs or other top executives each year to participate in at least one of the scheduled safety inspection rounds performed by the Health & Safety Organisations in production and warehouse facilities at each site in Denmark and Poland.
- Synchronising the conduct and evaluation of emergency evacuation drills at all sites.

Sickness absence

The absence rate due to sickness was 3.3% for the Group in 2023/24, and thereby slightly above our goal of 3.1 % or less each year. For comparison, in 2022/23 – i.e. before the acquisition of CH System – the rate was 3.5% when excluding CH System, and it was 3,1% when including CH System. Regardless of the rate, each company, is obliged to perform interviews in connection with long-term and frequent, short-term sickness absence, to formulate plans for retention of employees, and to ensure a well-supported return to work.

Employee engagement and satisfaction

Throughout 2023/24, the Group continued efforts to maintain and strengthen a positive working environment. A main example of this was

CH Systems' completion in December 2023 of a multi-year employee wellbeing project named 'Come to work happy and safe'. The project had received funding from the Danish Ministry of Employment's 'Working Environment Pool' in 2022 and was

conducted in collaboration with an authorised consultant from the firm Joblife A/S. The project resulted in stress policy, concrete tools for managers and employee representatives, an annual cycle for the Health & Safety Organisation and Works Council, and the launch of a stress barometer in November 2023. The stress barometer is designed to measure overall well-being, identify potential stressors in time and highlight tendencies to be more vigilant. It measures anonymously, and results are communicated internally only when the minimum participation rate is achieved (at least 40% of all employees have responded over 7 days).

Meanwhile, all three companies continued to make appreciation of employees visible via activities and benefits like competence development, health insurance, subsidised sports, celebrations of anniversaries, Christmas presents, company parties and social outings. Examples included:

- CH System's establishment in May 2023 of 'Robobar' - a new room, which can be used for breaks, games and social gatherings in interaction with the company canteen.
- CH SYSTEM's annual Summer Party on 16 June 2023, this year with a 1920's theme, giving employees a chance to unwind and connect with colleagues outside work.
- Qubiqa Denmark's community get-together on 30 June 2023 where both existing and former employees from near and far were invited to mix over cold drinks and food. This annual event gives colleagues across different divisions a chance to wish each other a good vacation. It also serves as an opportunity for retired and former colleagues to keep in touch and share their experiences and memories from their time with Qubiqa.

- Qubiqa Poland's Summer integration event outside the company in July 2023 and Christmas party in December 2023.
- Qubiqa Denmark's Company Outing on 25 August 2023 with focus on culture, community and history in Denmark's oldest city, Ribe.
- Qubiqa Denmark's renewal of its contract with EmCare Sundhed in August 2023 for physiotherapy and massage treatment at reduced price.
- Qubiqa Denmark's participation in the national exercise campaigns 'We cycle to work' and 'Count steps'.



As new CSR targets for employee engagement and satisfaction in 2024/25 we now plan to:

- Begin conducting annual Group employee satisfaction surveys.
- Integrate CSR in on-boarding programmes for new employees.

- Develop a training programme and record to document who was trained, when, and where.
- Start reporting on average training hours per employee.
- Develop a Group toolkit for voluntary 'exit conversations' between managers and employees who retire or leave on their own accord to pursue other jobs. The purpose will be to learn how employee engagement and satisfaction might be improved.

Human & labour rights, diversity, inclusion, equality & equity

The Group has zero-tolerance for violence, bullying, harassment, prejudice, and other inappropriate behaviour in the workplace. One initiative we took to enforce this in 2023/24 was a ban on nude calendars on all our premises. We also set a series of ambitious CSR targets aiming at:

- Zero incidents indicating violations of human and labour rights or related to diversity, inclusion, equality and equity topics each year.
- Implementing an anti-discrimination training course, which 100 % of all Group employees must have participated in by 2025. Part of the course will also train traveling employees in spotting potential violations by third-party suppliers when at customer sites.
- Conducting a gap analysis followed by an action plan and new targets in 2024/25 reg. issues such as wage equality, equal work conditions, equal career development opportunities, motivations, and barriers for selection of management positions, management pipeline challenges, use of earmarked parental leave for fathers, avoidance of social dumping, etc.
- Identifying possibilities for recruitment, onboarding, and retention of people with disabilities, and conducting workplace screening and accessibility assessment for people with disabilities in 2025.

Employee development interviews

Development interviews were carried out for 84% of employees in the three companies combined in 2023/24. This was the second year in a row, where our goal of conducting development interviews with at least 95 % of employees was not met. We will therefore make it a key priority to ensure that the interviews are henceforth carried out for each employee every year, and as a new CSR target for 2024/25 we plan to implement a systematic approach for this in all Group companies, including a template for competence development plans.

Apprentices, trainees, and students

Supporting young people entering the job market is important to us, and during 2023/24 we had 13 apprentices, trainees, and students working within the three Group companies, thereby once again far exceeding our annual goal of three.

We also remember to celebrate their achievements, and prioritise further education for successful candidates who join our companies, as illustrated by these examples from CH System:

CSR-related external education activities

Two employees from CH System participated in 'The Green Growth Engine' - a 6-week programme in May-June 2023 organised by 'Grow with Google Denmark'. The focus was on companies' dual transition (digital and green), and the programme covered topics like sustainable business development, carbon accounting, digitization of business models, and marketing strategies.

From May-November 2023, a CH System employee also took part in 'Green Future Proofing' - a 3-module course organised by Næstved Erhverv and Sparekassen Sjælland-Fyn focusing on topics such as life cycle assessments (LCA) and environmental product declarations (EPD).

CH System A/S
13. oktober 2023 ·   

⭐ Cheers to Our IT Apprentice, Now a Full-Time Tech Wizard! 🎉 

Fantastic news—our IT apprentice has graduated from his training wheels and is now a full-time team member!

Morten has been our tech wizard from day one, and we couldn't be prouder. 

From day one, he's been more than an apprentice; he's been a problem-solver, a go-getter, and a genuine asset to our operation. He's done his tasks with skill and flair, whether troubleshooting issues or optimizing our systems. Thank you for becoming a part of CH System!



CH System A/S
10. juli 2023 ·   

It's time to celebrate Our apprentice, Jonas! 🎉 

Jonas has completed his automation technician apprenticeship with an impressive exam! 🎉 

From tackling complex automated solutions to mastering the latest automation technologies, Jonas has shown tremendous passion and commitment.

We couldn't be prouder of his hard work, dedication, and growth throughout this learning process.

He has shown incredible skills and knowledge in the field.

We wish him all the best in the future to come. 🎉 

Cheers to our amazing Jonas! 🎉 



CH System A/S
1. juli 2023 ·   

⭐ Our Colleague Janus has just passed his exam as a production technologist with an impressive 12! 🎉 

Janus began his journey with us as a technical designer. He has managed to further his education while making extraordinary efforts in our mechanical department.

Janus shares that it has been a fantastic opportunity to combine further education with work, and he already has plans for the future, which include even more education alongside his job with us.

We are deeply impressed by his dedication and perseverance and look forward to following his continued development and success!

A big thank you to Janus for his effort, and a huge congratulations on his well-deserved success! 🎉 



Community engagement

Group companies continued to participate in local community events and contribute to charitable causes in 2023/24. Examples included:

- Qubiqa Denmark's participation the West Coast Run (Vestkystløbet) on 11 June 2023.
- CH System's hosting of two eighth-grade classes from a local school for an inspiring day dedicated to robotics on 6 September 2023.
- Qubiqa Denmark's participation in the 'Esbjerg Extreme Challenge' distance run on 9 September 2023 (14 employees).
- Qubiqa Denmark's participation in Karrieremesse Esbjerg, South Jutland's largest career and job fair, on 21 September 2023, where a four-member team talked to numerous students and jobseekers.
- A visit to Qubiqa Denmark by 30 school teachers from Esbjerg Municipality on 30 November 2023.
- Qubiqa Denmark's participation in the Danish Childhood Cancer Foundation's campaign 'Football Jersey Friday' on 1 March 2024. 57 employees took part, resulting in a donation of DKK 11,200 to the foundation's cancer research and support for children and their families through cancer treatment.
- Qubiqa Denmark's support through sponsorships or advertising amounting to DKK 116,666.19 in 2023/24. The recipients were the Global Gypsum/ Insulation Conference & Exhibition 2023 (Chicago, USA), Musikhuset Esbjerg (local music and theatre venue), Médecins Sans Frontières, Team Esbjerg and SGI (local youth sports association), Vejen eSport (local youth e-sport association), Team Rynkeby Vestjylland (local cycling team supporting children with critical illnesses), and Esbjerg Energy (local elite ice hockey team).

- Qubiqa Poland's donation of PLN 4,056 (approx. DKK 7,060) for a Christmas gift to a family in need via the Polish social programme Noble Gift.

- Qubiqa Denmark's open and free offer on 'Ude.nu' – a digital platform for offers to schools from external learning environments in Esbjerg Municipality. The offer consists of a company presentation and guided tour followed by a workshop building programmable toy robots with LEGO® MINDSTORMS® overseen by CEO Morten Seeberg. The purpose is to give 6th - 8th grade schoolchildren an experience of working in a company like Qubiqa through play.



Accounting principles

The information and data stated in this CSR report cover the Qubiqa Group for the period from 1 June 2023 until 31 May 2024.

During this period, the Group consisted of Qubiqa Holding A/S with the fully owned subsidiaries Qubiqa A/S (Denmark), CH System A/S (from July 2023), Qubiqa Sp. z o.o. (Poland), Qubiqa PL ApS (Denmark), and Qubiqa US Inc. (USA).

However, the text of the report and the quantitative data in the report's Key CSR Figures table does not include Qubiqa PL ApS and Qubiqa US Inc, due to these companies' data levels being insignificant compared to the total Group data levels. Moreover, some of the quantitative data cover only Qubiqa A/S (Denmark), which is explained where relevant.

Developments in quantitative data are measured against and reported on compared to a baseline year, which represent a fixed starting point for our development over time. 2018/19 is used as baseline year.

The data collection for and data reporting included in the report have taken place in accordance with recognized principles of balance, transparency, accuracy, responsibility, and comparability. In general, numerical data are based on data from IT systems, invoices, meter readings, regular registrations etc. If figures are based on estimates, this is stated.

The quantitative data are based on the following accounting principles.

Areas	Key figures	Unit	Accounting principle
Financial key figures	Gross profit	Thou. DKK	
	Annual profit	Thou. DKK	
	Total equity	Thou. DKK	
	Equity ratio	%	
	No of employees	Qty	
Environment	Implement initiatives to reduce our energy consumption	Qty	An initiative is defined as a large or small project that is completed and that reduces energy consumptions.
	Use carbon-neutral electricity	%	The percentage of the electricity consumption that is carbon neutral (e.g., hydro, solar or wind power).
	Saved carbon emissions	Metric tons	Calculated as the number of consumed kWh of carbon neutral electricity multiplied by the carbon factor in accordance with the annual environmental report (the 2021 "Miljødeklarering, 125 % method") by Energinet.dk (for Denmark) and the IEA statistics "CO2 emissions from fuel combustion 2021" (for Poland).
	Incorporate sustainability into our product development	Qty	Number of initiatives, e.g., systematic work processes, tests, training, and education to increase the knowledge of sustainable product design and development, or the launch of concrete products or projects in relation to products, which help customers save energy, reduce waste, improve working conditions etc.



Areas	Key figures	Unit	Accounting principle
S Social	Reduce the number of Lost Time Injuries Frequency (LTIF)	Accidents per million work hours	Lost time injuries: Sudden accident during work hours that requires absence on the day of the accident and at least the next day. Number of work hours: Number of possible work hours per year, minus vacation days, extra days off, holidays, special holiday, care days etc.
	Reduce sickness absence (DK)	%	Sickness absence percentage calculated as number of registered hours of absence (only absence due to sickness is included) in per cent of number of possible working hours.
	Conduct annual employee development interviews	%	Percentage of employees that have completed their employee development interview out of the total number of employees that are to be interviewed.
	Hire apprentices, trainees etc.	Qty	Apprentices, trainees and persons in government supported positions are calculated as full-time equivalents ("FTE"). An apprentice is also included for the time he/she is at school.
	Suppliers to sign Supplier Code of Conduct	%	Number of suppliers with new contracts during the year who have signed the Supplier Code of Conduct compared to number of suppliers with new contracts during the year.
	Conduct anti-corruption training	%	The percentage of participants in anti-corruption courses out of the total number of employees in high-risk positions who are to be trained (e.g., purchasers, sales staff, project managers, and top management).
	Ensure high level of data security	Qty	Number of initiatives to increase data security, e.g., security management activities, new technology etc.
	Increase number of female members of the Board of Directors of Qubiqa Holding A/S	Qty	The number of women on the Board of Directors of Qubiqa Holding A/S
G Governance	Compliance with all marketing regulations	Qty	Number of violations of the marketing laws of the countries in which the Qubiqa Group operates.

We realize the opportunity, do you?

To stay ahead of the competition and to meet market demands, production companies need efficient and sustainable operations. The Qubiqa Group offer you our expertise, experience and know-how as technology provider of automated, logistic end-of-line solutions. Our solutions can not only enhance your company's productivity but also reduce its climate footprint and advance employee well-being by decreasing heavy lifts and repetitive tasks. As such, our solutions may benefit all three Ps in the triple bottom line: Profit, People, and Planet!

