

SUSTAINABILITY REPORT 2023

NORDAN GROUP





SUSTAINABILITY REPORT 2023



VISION

"Perfekt Samspill"
(Perfect Interaction) with
customer first

MISSION

NorDan is sustainable and will be leading within development, marketing, production and delivery of environmentally friendly and safe windows and doors with accessories

VALUES

- Sustainable
- Honest
- Action oriented
- Result driven
- People focused

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OUR APPROACH TO SUSTAINABILITY

The sustainability strategy of the NorDan Group is to be an industry-leading company in sustainability, to reduce CO2 footprint by 50% in 2030 and to contribute to the green transition by offering the most sustainable windows and doors in the market. We engage the whole NorDan organisation as well as suppliers and customers in realising this strategy.





STATEMENT FROM THE CEO

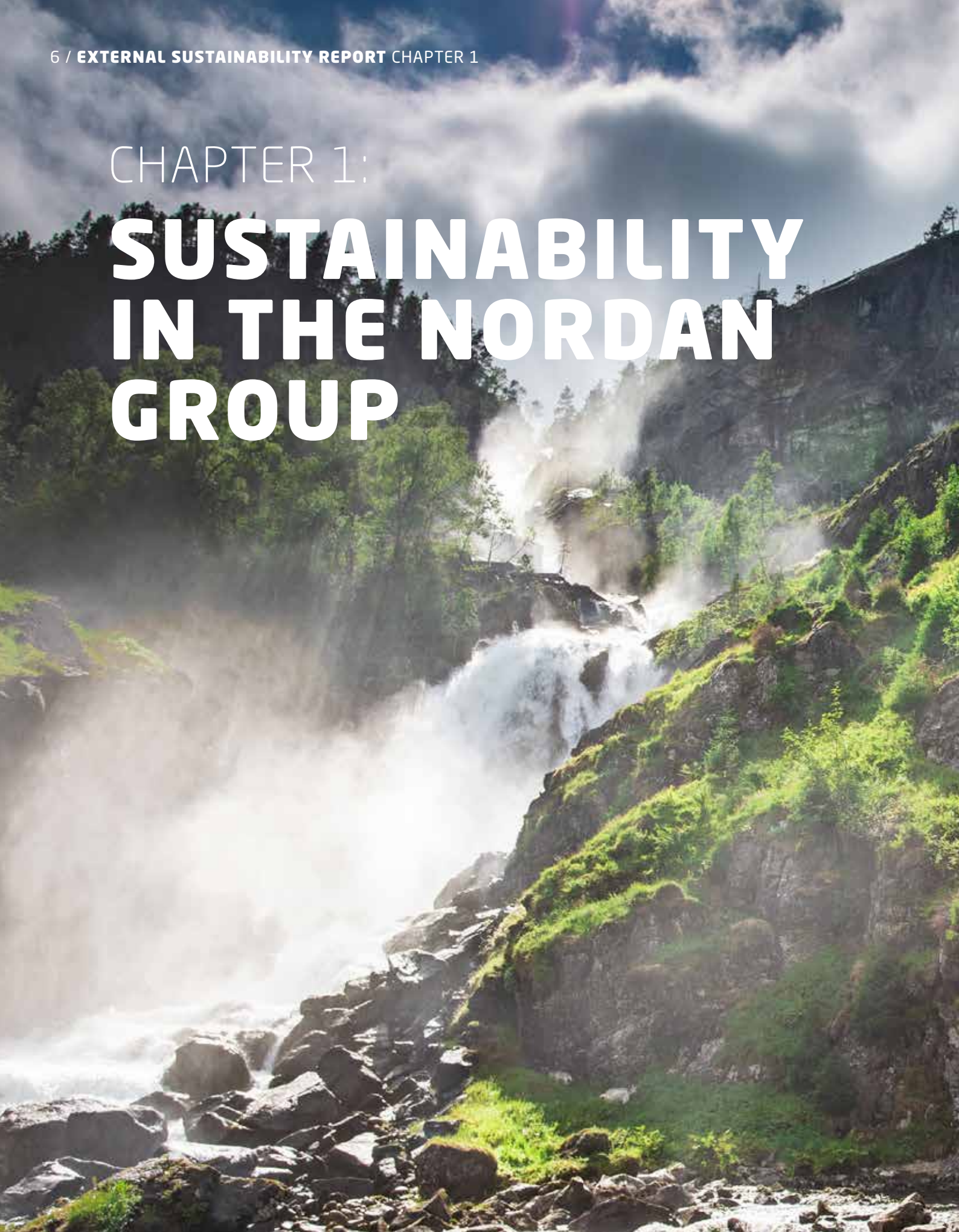
In the NorDan Group we have a clear sustainability strategy where we aim to offer the most energy-efficient windows in our six main markets and produce windows and doors with the lowest possible carbon footprint at our 12 factories. We are actively working on this strategy across the entire NorDan Group. Going forward, we will announce several improvements and innovations that further strengthen our sustainability profile and in line with our overall goal of being a sustainability leader in our industry.

Dag Kroslid
CEO, NorDan Group



CHAPTER 1:

SUSTAINABILITY IN THE NORDAN GROUP







NORDAN HAS A CLEAR SUSTAINABILITY PROFILE

Sustainability is integrated into NorDan's corporate strategy and values, and reflect work, attitudes and behavior both internally within the company and in dialogue with our stakeholders.

Sustainability has been a natural part of NorDan for several decades, and the company works broadly within all three aspects of sustainability. At the same time we are clear that there is always a potential for improvement. In order to succeed in our sustainability work, we depend on good cooperation within the organization and with customers, suppliers and other stakeholders. We call it Perfect Interaction.

It has been an intensive year on the sustainability front for the NorDan Group. Sustainability plays a big role in both small and large road choices. It is about people, society, environment and growth, and that we are aware of our interaction and impact on society and the environment, and how we are affected by the outside world. "Social license to operate" is central and has characterized the year 2023. Establishing a policy for equality and diversity for our employees and updating the supplier Code of Conduct are examples of

measures implemented in the year that build on this responsibility. The latter is largely about safeguarding human rights in the value chain.

It is demanding, and at the same time very motivating, to work with the UN's sustainability goals, where global goals are translated into local actions. In the 2023 sustainability report, we share some local success stories, which will hopefully inspire the entire organization and others.

NorDan as a company must continue its work to exploit opportunities and at the same time be aware of challenges and points of improvement measured in a sustainability perspective.

We will continue modernisation, and progress will challenge both mindsets and actions to take our responsibility for sustainable development.

A TRADITION FOR SUSTAINABILITY AND INNOVATION

NorDan Gruppen AS (NorDan Group) is a responsible, stable, and modern company whose operations are based on long-term work in sustainability. Since 1926 we have created high-quality products mainly from timber, converting one of nature's best raw materials into windows and doors with longevity.




The company is family-owned with long-term and industrially skilled shareholders, many of whom are involved in the management and operation of the company. The company structure is decentralised with fully owned subsidiaries, a clear culture, good values and an understanding of completeness both internally and externally. NorDan has committed and talented employees who take pride in working for the company and actively engage with the local communities where NorDan operates.

Sustainability in all its three dimensions (ecological, social and economic) has been important to NorDan for decades, both in terms of the business and the products sold. On the product side, a focus on developing and offering products with class leading environmental performance has played an important part in identifying who we are and the larger impact of the products we manufacture.



Lena Rannestad Kloster
CSO, NorDan Group



4.9
BILLION

In 2023, the NorDan Group had revenues of NOK 4.9bn with 10% profit margin.



**3 RECENT AWARDS
IN SUSTAINABILITY**

- Awarded Apprentice Company of the Year (2022) by industry trade organisation "Norske Trevarer"
- NOVA Award for Sustainability and Digitalisation (2022) awarded by TMF (Employer organisation for Wood and Furniture Companies)
- Building Performance Award (2023): Embodied Carbon Award presented by the Chartered Institution of Building Services Engineers (CIBSE)

600.

The NorDan Group manufactures **and doors annually** to the m Denmark, UK and Ireland.



+2300
EMPLOYEES GLOBALLY

600.000

more than 600.000 windows
main markets in Norway, Sweden,

NorDan's ambition is to achieve a **50% reduction by 2030** compared to its 1990 footprint on comparable volumes

50%

REDUCTION BY 2030

NORDAN GRUPPEN AS

NORDAN AS · NORWAY

NORDAN RUBICON AS

NORDAN VIDSYN AS

NORDAN AB · SWEDEN

NORDAN DANMARK A/S · DENMARK

NORDAN VINDUER A/S

STM VINDUER A/S

NORDAN ISLAND EHF · ICELAND

NORDAN UK LTD. · UNITED KINGDOM

NORDAN VINDUER LTD. · IRELAND

NORDAN SP. Z O.O · POLAND

NORDAN UAB · LITHUANIA

NORDAN TRADING NINGBO · CHINA

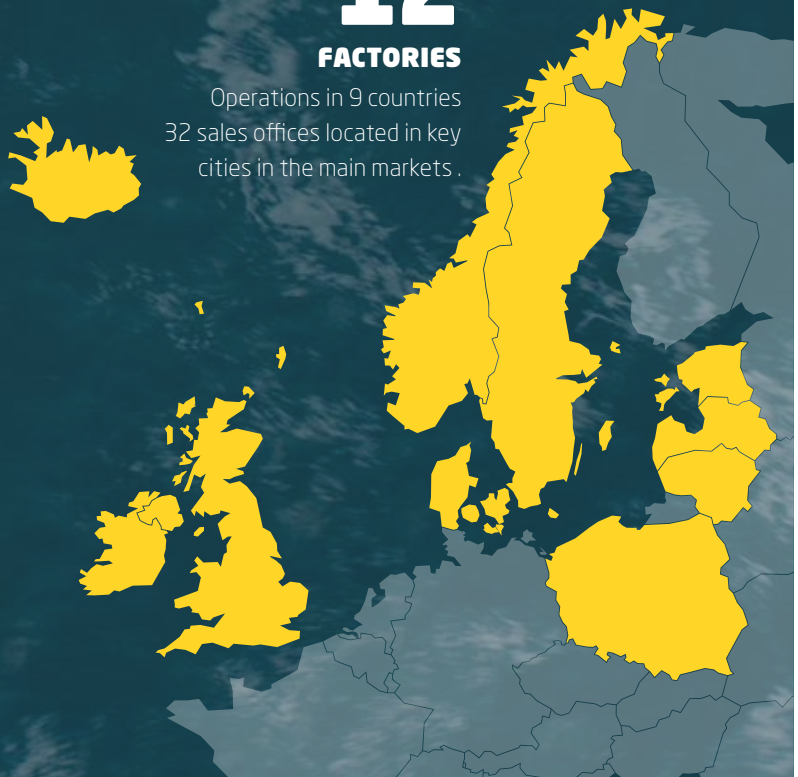
VIKING INDUSTRIER UAB · LITHUANIA

ID LOCK AS · NORWAY

12

FACTORIES

Operations in 9 countries
32 sales offices located in key cities in the main markets.



CREATIVITY, INNOVATION AND PARTICIPATION IN THE CIRCULAR ECONOMY ARE CENTRAL TO NORDAN'S SUSTAINABILITY WORK.

At present, there are no satisfactory solutions for recycling windows and doors, and the majority of used windows and doors go to energy recovery and landfill . It is important that major players in the industry, such as NorDan, take the lead and prioritise product development and innovation in this area. This is an area where NorDan consciously seeks good partnerships and strategic collaboration to help solve energy and environmental challenges in the industry.



In 2020, the ecoDigital Ready strategy was launched throughout the NorDan Group . There has been a lot of good learning and sharing of best practice between the subsidiaries in recent years within sustainability, and the companies have also worked with external knowledge environments regionally and nationally

Both NorDan AB and NorDan AS have carried out pilot projects in the field of recycling, in which the

companies are looking at opportunities for recycling the material layers in the windows . The experience gained from this is useful now that NorDan has entered a new phase, with a new and expanded project related to recycling and reuse .

The company worked actively on improvement projects aimed at increasing sustainability and has received prizes and awards both in Sweden and internationally for its work on and innovations in sustainability.

DOCUMENTING SUSTAINABILITY

Highlights from overall sustainability development and reporting in recent years.



2017

NorDan AB in Sweden published a sustainability report in 2017 based on the fiscal year 2016.



2018

As the first subsidiary within the NorDan Group, NorDan AB launched a sustainability strategy in 2018, focusing on 7 of the UN's Sustainable Development Goals and a strategy called ecoDigital ready® which became a guiding framework for clear development in sustainability and digitalisation.



2021

NorDan Group informed on its website about how the company works with the UN Sustainable Development Goals,

2020

The ecoDigital ready® strategy launched throughout the NorDan Group.



2022

- > An innovation centre was opened at the Tanum factory in Sweden in 2022.
- > NorDan AS developed a Sustainability Action Plan towards 2030.
- > NorDan AS launched its own GreenTech® product range, which contains several elements that encourage customers to make even more sustainable choices.



2023

- > NorDan Gruppen AS published its first sustainability report, based on the fiscal year 2022.
- > NorDan Vidsyn established



2023/2024

- > In autumn of 2023 and the spring of 2024, NorDan Group carried out extensive work on a double materiality analysis.
- > NorDan UAB will publish its first sustainability report, based on the fiscal year 2023.
- > To ensure good development and strengthen sustainability expertise, regular "Sustainability Coordination Meetings" are now held across the Group.



OUR PRODUCTS AND THEIR POSITIVE IMPACT

For decades, NorDan has had a product range that is at the forefront of the industry in terms of energy efficiency (U-value), as well as in areas such as sound, security and fire requirements.

The company has invested in innovation and development in collaboration with suppliers to offer the best solutions. NorDan focuses on its own CO₂ footprint and continuously works to reduce it. NorDan's ambition is to achieve a 50% reduction by

2030 compared to its 1990 footprint on comparable volumes. Sustainability in all its three dimensions (ecological, social, and economic) has been important for NorDan for several decades, both in terms of its operations and the products it sells.

MODEL AND SYSTEMS FOR SUSTAINABILITY WORK

NorDan Gruppen follows a 5-dimensional sustainability model incorporating social, ecological and economic sustainability and dimensions for employees and customers & stakeholders (Figure 1). This model forms the basis for setting and measuring key performance indicators (KPIs) within each dimension, expecting continuous improvement over time.

Certifications

The company has good management systems for quality and the environment. Most subsidiaries are certified in accordance with ISO 9001:2015 (quality) and ISO 14001:2015 (environment). In addition, NorDan UAB has ISO 45001 certification (working environment), and several of the companies are working towards similar certification. The factories within NorDan Gruppen AS are subject to both national and international certifications and approvals for the production of windows and doors. The factories that produce wooden windows and doors are FSC/PEFC certified and use FSC/PEFC certified wood. FSC and PEFC are the two most important certification programmes for forests and stand for Forest Stewardship Council (FSC) and Programme for the Endorsement of Forest Certification (PEFC).

Product declarations

Windows and doors from NorDan are among the most environmentally friendly on the market, and environmental documen-

tation is available in a number of areas such as the Nordic Swan Ecolabel, Basta and EPD (Environmental Product Declaration). The most advanced and important environmental documentation is the EPD. Generic EPDs for some of the company's most important products were launched in 2014, Figure 3. For three years, NorDan Gruppen has collaborated with EPD Norway, LCA.no and Tretknisk in a strategic project to launch dynamic EPDs at product line level, providing customers with accurate information about the environmental performance of each product. In 2023, NorDan was the first company in the industry to launch this dynamic EPD solution. It uses large amounts of basic data to calculate the products' environmental performance and is a good example of how sustainability and digitalisation interact. For NorDan, this data-driven and comprehensive work over several years has been important in order to be able to work fact-based and systematically. It has also made it possible to launch a climate calculator in 2020 to calculate energy savings when switching to windows and doors with better U-values. NorDan's marketing communication often emphasises that "the



Figure 1: The NorDan sustainability model.

most environmentally friendly energy is the energy you don't use"

Alternative material use

While NorDan primarily focuses on wood-based windows and doors, the company also offers products in aluminium and uPVC. In line with NorDan's overall sustainability strategy, the company has over the years chosen to focus on the most environmentally friendly solutions here. It has been decided to phase out uPVC as a product line, due to low demand in NorDan's portfolio compared to the other product lines.

Collaboration

NorDan recognises that the company will not succeed with sustainability alone. In accordance with Sustainable Development Goal 17, co-operation is central to sustainable development work. NorDan places great emphasis on collaboration with customers, stakeholders and suppliers to achieve improvements in sustainability. NorDan works strategically to seek, and participates in, partnerships in innovation and development to contribute to the green shift. To further ensure a corporate culture that prioritises continuous improvement and sustainability, the subsidiaries participate in national forums and interest organisations within quality and sustainability. NorDan puts a lot of effort into being "best friends" with leading sustainability organisations. To learn and to participate/ contribute to development .

Footprint mapping

Systematic improvement work does not come by itself, but through working systematically with culture, training and management. At NorDan, the main focus is that sustainability work is about real improvements. Here we use two of NorDan's values (1) Sustainable and (2) Result driven. One of NorDan's strategic guidelines is to reduce its carbon footprint. The NorDan Group has mapped the company's carbon footprint for 2023, with the main focus on Scope 1 and Scope 2. NorDan AS has initiated a GreenTech 2.0 project, where the aim is to further reduce energy requirements and the carbon footprint by making the properties of the product even more sustainable. NorDan UK and NorDan Ireland have developed training packages (CPDs) for architects with a focus on sustainability. NorDan Poland and NorDan Sweden have good production of their own energy using solar power, and several entities have installed large solar cell systems at the factories. This year has also been characterized by work on improving skills and developing routines for collecting and reporting significant sustainability data.

UN Sustainable Development Goals

NorDan Gruppen has an overarching strategy for its sustainability work, with clearly defined goals for improving sustainability through our people, products, partnerships and specific projects.

This, together with our focus areas and work on our prioritised UN Sustainable Development Goals, is the approach to our work.

NorDan Gruppen supports the UN Sustainable Development Goals. Among the 17 SDGs, NorDan Gruppen has selected the seven that are most relevant to its operations and grouped them into the four clear focus areas for the company's sustainability work:

- > Local Values
- > Human Focus
- > Resource Efficiency
- > Implementation and Partnerships.

Improvement projects carried out to increase sustainability are also analysed and weighted in relation to how much they contribute to the UN Sustainable Development Goals.

Project-based approach

NorDan's sustainability development is largely project-based, i.e. the Group and its subsidiaries identify areas for improvement and implement improvement projects to achieve greater sustainability. This has resulted in a very high level of activity and good momentum in the work. NorDan has a well-established working methodology for projects, which also includes strategic projects at Group level across the subsidiaries.

Risk management

NorDan works actively with good risk management, which

is also part of the work with sustainability. Risk assessment is carried out throughout the value chain, i.e. strategic risks (management), process risks (central departments) and operational and individual risks (departments). Risks are analysed to find areas where risk must be reduced in order also to make improvements within sustainability. In addition, NorDan is a significant local player in the places where the company has factories. Environmentally related risks at the factories and the local environment are essential to minimise and to work with preventively in a structured and sound way.

The improvement work within sustainability is also strengthened through NorDan Gruppen's management systems for quality and environment, which strongly focus on continuous improvements and non-conformance management. Since the beginning of the 2000s, NorDan has continuously worked with Lean to improve the business and reduce waste in all forms. NorDan has developed and implemented a separate Lean system in its factories: the NorDan Production System (NDPS).

Diversity, equality and inclusion

NorDan strives for a working environment characterised by diversity and inclusion. This is anchored in NorDan's values, Equality & Diversity Policy and sustainability work .

In recent years, the focus on female leadership has been a very important initiative within increased sustainability. In 2021 and



Figure 2: Participants at the Group Directors Meeting (GDM) at Moi on 19-20 June 2024, where sustainability was one of the main topics.

2022, strategic projects were carried out in the NorDan Group with the aim of getting more women into leading positions and working on equality. Since 2021, annual surveys of the organisation have been carried out with a view to the proportion of women, as well as an employee survey in relation to diversity. These surveys map how employees experience equality and diversity in their everyday work, and provide an opportunity to provide input on what may be important areas to prioritise in the future to further develop NorDan in these areas.

In 2023, NorDan Gruppen had a female share of 29 per cent. The proportion of women on management teams and boards is increasing, and further changes have been made at the start of 2024 to increase the proportion. Among other things, several new female board members have been recruited to NorDan Gruppen AS and NorDan AS.

Every year, International Women’s Day is marked across the NorDan Group. This year, NorDan focused on the importance of equality, diversity and inclusion for NorDan as a company and for all employees through its internal newsletter.

“Sustainable business development with purpose”

NorDan Vidsyn was established in 2023 as a subsidiary of NorDan AS. NorDan Vidsyn offers window cleaning services with a sustainable mindset, where one of the company’s goals

is to be able to offer a way into work for people who, for various reasons, fall outside the ordinary labour market .

NorDan Vidsyn addresses all three dimensions of sustainability. The aim is for the business to be financially sustainable in the long term, partly by offering high-quality services that the market demands. The ecological dimension is addressed in several ways. The windows are cleaned using clean water without chemicals, and the company car is electric. In a longer perspective, regular cleaning and maintenance of windows is an important factor in ensuring that they last as long as possible. The most important dimension for NorDan Vidsyn is nevertheless the social dimension. At any given time, there are a large number of people who have considerable capacity to work, but who for many different reasons cannot find their place in ordinary working life.

Through Vidsyn, NorDan wants to create an arena where people can have an opportunity to experience mastery and development. Diversity in decision-making bodies and in the organisation is very important and will be a focus area for NorDan in the years ahead.

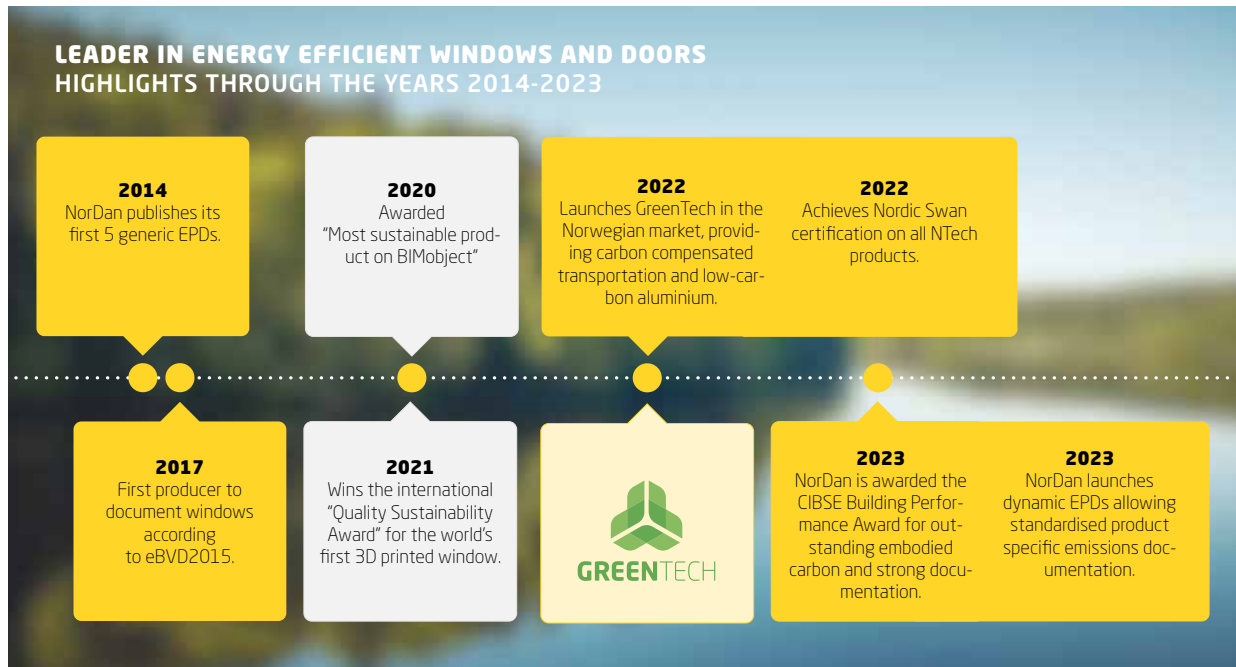


Figure 3: Some of the milestones in NorDan’s development of environmental documentation and concepts the past 10 years.

KNOWLEDGE SHARING FOR INDUSTRY-WIDE REDUCTION OF EMBODIED CARBON

EPD ANALYSIS EMBODIED CARBON COMPARISON

Embodied carbon means all the CO₂ emitted in producing materials. The embodied carbon of a building can include all the emissions from the construction materials, the building process, as well as from deconstructing and disposing of it at the end of its lifetime.



ZEB SUMMIT
Zero Emission Buildings at Scale

THE
NATIONAL
ZEB SUMMIT

ZERO EMISSION
BUILDINGS AT SCALE

- LEARN
- INNOVATE
- NETWORK

NorDan UK Technical Specification Advisor Tom O' Sullivan, in action at the ZEB Summit in Ireland.



A vital part of NorDan UK's work involves helping construction decision-makers navigate building standards that increasingly prioritise reducing whole-life carbon.

Through the Continuing Professional Development (CPD) scheme, UK architects ensure they stay current on several topics. NorDan UK Technical Specification Advisor, Tom O'Sullivan, contributes to increased knowledge with a presentation that brings key information on building materials, carbon and standards together under one roof.

"The UK construction industry needs to reduce its carbon emissions by 7-8% per annum, and the UK government has taken steps towards achieving this. Operational carbon focuses on efficiency over 60+ years. Still, we can't rely on planting trees for carbon offsetting or using high-performance products if the products we create and buildings we construct are having a negative impact on the environment now", he said.

Focusing on the emissions produced as a result of manufacturing and construction (embodied carbon) is key. By focusing on embodied carbon, the benefits can be achieved now, when we need them.

"Embodied carbon accounts for half of the construction industry's emissions and this will rise with increasing operational efficiency and less reliance on fossil fuels. Embodied carbon has yet to be regulated in the UK however that looks set to change with the proposed Part Z Carbon Emissions Bill", he said.

Seeking to introduce embodied carbon regulation, the proposed bill will focus on the initial environmental impact of manufacturing and construction instead of focusing solely on long-term energy efficiency.

"Products will need to be made from sustainably sourced materials and have low carbon manufacturing and transport processes. Manufacturers' data will be crucial for architects, clients and contractors for making informed decisions based on the carbon impact of their construction projects, and the products and processes they use,"

CHAPTER 2:

SUSTAINABILITY & ENVIRONMENTAL IMPACT





IMPROVING SUSTAINABILITY THROUGH OUR WINDOWS AND DOORS

NorDan's products have a long-expected lifespan, among the best in the industry. For example, the company's vacuum-impregnated windows with aluminium cladding have an expected lifespan of 60 years. In most of NorDan's main markets, the company offers the best warranties for windows and doors. NorDan AS promotes that "Windows and doors from NorDan are reliable; quality should be experienced every day for many years. That's why we are proud to offer the best warranties in the market through our customer promise. NorDan is committed to delivering quality products tailored to your needs."

The NTech product range, accounting for approximately 75% of the total volume in the company, is timber-based. Product configurations with aluminium cladding offers a 30-year warranty against rot and fungi and an expected lifespan of 60 years. The same products without aluminium cladding have a 20-year warranty against rot and fungi and an expected lifespan of 40 years. The configuration of the products, especially the choice of insulating glass, significantly impacts the LCA analysis of the product and energy savings in buildings. Nowadays, insulating glass can be supplied with energy coatings, various types of laminations, sun protection, and self-cleaning functions.



THE CSRD DIRECTIVE AND WORK ON DOUBLE MATERIALITY ANALYSIS

In the autumn of 2023 and the spring of 2024, NorDan Gruppen carried out extensive work on a double materiality analysis to define the most important things to focus on and take action on within sustainable development work. The work has been characterised by broad involvement in the organisation. In 2019, the EU launched its Green Deal, with ambitions to become the first climate-neutral continent by 2050.

CSRD is the EU's new sustainability directive, requiring non-financial companies to report on sustainability. The directive was introduced from the financial year 2024, with a plan for gradual escalation. NorDan is required by law to report in 2026 for the 2025 financial year. The directive contains requirements for reporting.

The ambition of the directive is that new insights into European companies and industries will lead to more action and help to achieve the sustainability goals. Transparency in reporting is an important goal, and the directive will ensure the same reporting method, so that information can be compared

across organisations. The NorDan Group has engaged and partnered with Celsia, a Nordic fintech company specialising in the EU taxonomy and regulatory sustainability reporting, in this work.

As part of the dual materiality analysis, a value chain analysis has been carried out, and NorDan has identified the most important stakeholders, where its own workforce, shareholders, local communities, suppliers and end users have been the main focus.

The analysis has identified the company's impact on the climate, environment, society and people in accordance with ESRS (European Sustainability Reporting Standards), and how society and the environment affect NorDan as a company (financial perspective). This is a good tool for developing sustainability and working with the material areas of the environment, the social aspect and corporate governance. The analysis also provides guidelines for future goals and measures.

The main structure and content of the ESRS



Table 1: The main structure and content of the ESRS.

UNDERSTANDING THE PRODUCT LIFECYCLE

One of the largest sustainability projects in NorDan Gruppen has to be said to be the work on Life Cycle Assessment (LCA). This has been ongoing for several years and has been a strategic project for the company.

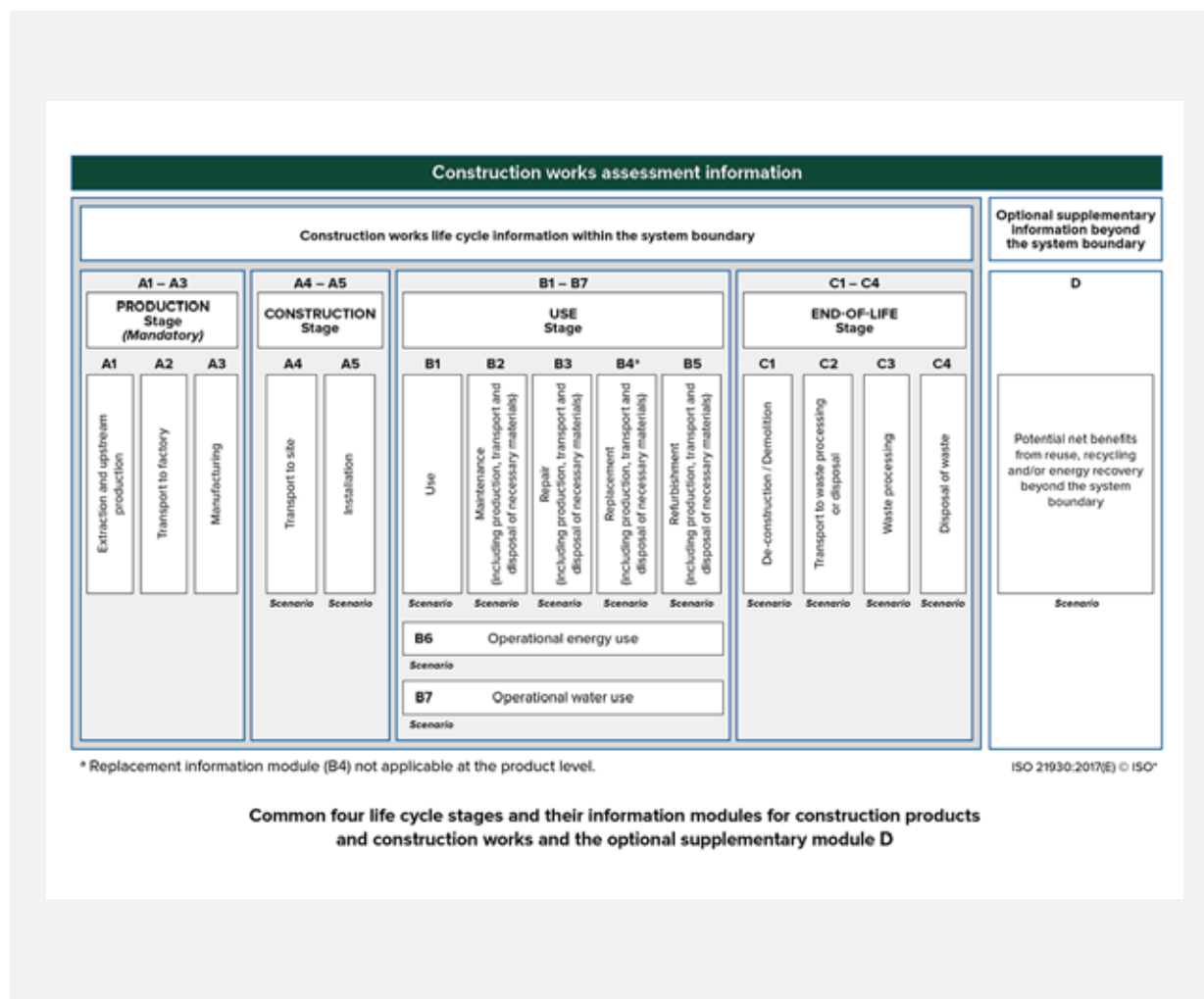


Figure 4: Overview and classification of the four main phases of product lifetime, according to ISO 21930. Source: www.woodworks.org/resources/introduction-to-whole-building-life-cycle-assessment-the-basics/

The main objective has been to document the carbon footprint of NorDan's products and the carbon footprint of production, logistics and administration. The development work has, in a fact-based and systematic way, related to the EU taxonomy and guidelines for calculating Life Cycle Assessment. LCA covers the four main phases of a product's life cycle, from

production, via construction, to use and the final phase. Life Cycle Assessment is governed by a number of international standards, mainly ISO 14040 and 14044. ISO 21930 provides a framework and requirements for environmental product declarations (EPDs) for products and services in the construction sector (Figure 4).

A1: RAW MATERIALS

NorDan has always had a long-term approach to working with suppliers. This means that suppliers of materials such as timber, aluminium and insulating glass have been suppliers for NorDan even 20-30 years ago. There is great transparency in the supply chain, and NorDan knows its suppliers well and they are generally good at developing new solutions together. The suppliers are mainly based in Europe, leading in their fields and companies that comply with national and industry regulations. Some suppliers are absolute leaders in sustainability within their industry segment. Since 2017, NorDan has had its own Code of Conduct that has been reviewed with the most important suppliers. The Supplier Code of Conduct was renewed in the autumn of 2023 and is based on the Universal Declaration of Human Rights, the UN Global Compact, the UN Convention on the Rights of the Child and applicable ILO conventions. These are globally recognised declarations that are accepted in all countries NorDan is in contact with. Besides NorDan's summary and scoring of the most important

issues, suppliers are encouraged to work in line with these in their entirety. In addition to covering the Transparency Act, NorDan's Code of Conduct includes financial matters and environmental sustainability. Signing of the Supplier Code of Conduct is required for all suppliers with whom NorDan has a current price agreement. Going forward, NorDan will follow up to an even greater extent those suppliers where, in light of the industry, there is a risk of various conditions in the supply chain in general, for example, in the extraction of metals and the transport sector. This is also considered essential in the work on double materiality analysis.

NorDan conducts audits of a selection of suppliers every year. This prevents the risk of breaches of the NorDan Group's guidelines for suppliers in the supply chain, and at the same time ensures that suppliers maintain a good and ethical collaboration with a focus on sustainability.

A2 & A4: TRANSPORTATION TO AND FROM FACTORY

NorDan collaborates with significant transport and logistics companies that have a strong focus on the environment and emissions. NorDan sets requirements for using modern low-emission trucks, EURO V or better. NorDan also receives reports on consumption and emissions from the transportation services it orders. For exports, NorDan utilizes sea and some railway transportation. NorDan AB has expanded its deliveries by rail, where large parts of the goods delivered from the Kvilsfors factory to the northern part of Sweden are delivered by rail transport.

The assessment of the environmental footprint and EPD documentation reveals emissions from incoming (raw materials) and outbound transportation (finished products) from the factories. In addition, NorDan has its own logistics centre structure in the most important markets. This is to be able to deliver efficiently to the logistics centres from the factories and then distribute in a good way to the construction site and end customer.



A3: MANUFACTURING

The primary energy consumption at NorDan factories are from heating, lighting, machinery motors, high-pressure air and internal transportation.

Most of the factories use sawdust from their production for heating. The factories in Sweden and Poland have solar power installations that cover 5-15% of the annual electricity demand. In 2024, the factories in Lithuania and Norway will also produce own energy from solar power. Additionally, the factories have invested in LED lighting and new machinery lines with high energy efficiency. In 2023, NorDan's largest investment programme was at the Moi factory in Norway. This investment project has a value of 150 mNOK with a clear focus on energy-efficient production.

NorDan has prepared climate accounts for the Group's factories in accordance with Scope 1 and Scope 2. The Greenhouse Gas Protocol (often abbreviated as the GHG Protocol) is the most

recognised standard for climate accounting today, Figure 6. NorDan's factories have some emissions of diffuse gases from the surface treatment process. Most of the factories now use water-based primer and top coats, which has reduced diffuse emissions to a very low level. All NTech products, approximately 75 per cent of the total volume, have a surface treatment in which vacuum impregnation of the wood components is the first step. This is a process in which the Protim Pvac11 liquid is used, and which produces diffuse emissions in the drying process. The handling of the diffuse gases from the surface treatment processes varies from factory to factory and is something the company is working on.

NorDan places emphasis on continuously reducing electricity consumption at its factories and involve the entire organisational structure in this effort. Additionally, the subsidiaries companies that have factories have purchased electricity certificates with guarantees of origin.

Factory	Year	Electricity consumption	Electricity (per 1 kNOK revenue)	Heating (per 1 kNOK revenue)	Total (per 1 kNOK revenue)
Moi / Norway	2023	6,122,413 kWh	8.0 kWh	6.8 kWh	14.8 kWh
Otta / Norway	2023	3,626,388 kWh	13.0 kWh	7.5 kWh	20.5 kWh
Egersund / Norway	2023	2,007,557 kWh	6.1 kWh	3.1 kWh	9.2 kWh
Rubicon / Norway	2023	338,000 kWh	2.4 kWh	0 kWh	2.3 kWh
Wolsztyn / Poland	2023	4,578,630 kWh	4.3 kWh	4.9 kWh	9.2 kWh
Powodowo & POC/ Poland	2023	3,599,862 kWh	4.9 kWh	0.5 kWh	5.4 kWh
Tanum / Sweden	2023	2,209,122 kWh	13.1 kWh	8.3 kWh	21.4 kWh
Kvillsfors / Sweden	2023	1,099,136 kWh	4.5 kWh	5.6 kWh	10.1 kWh
Bor / Sweden	2023	1,730,050 kWh	11.2 kWh	19.2 kWh	30.5 kWh
STM /Denmark	2023	1,349,154 kWh	6.7 kWh	7.8 kWh	14.5 kWh
UAB / Lithuania	2023	480,021 kWh	3.0 kWh	0.5 kWh	3.6 kWh
Viking Industrier / LT	2023	164,793 kWh	3.7 kWh	4.3 kWh	8.0 kWh

Table 2: Factory energy footprint by revenue (2023).

A5: INSTALLATION

For the installation phase, NorDan has included pallets, screws, and packaging materials used to protect the finished products during transportation from the factory to the construction site. NorDan has chosen not to include installation brackets/solutions, sealing materials, and insulation between the wall structure and the window/door. This is because these are typically supplied by the contractor responsible for the con-

struction or maintenance of the building. NorDan UK, NorDan Ireland and NorDan Rubicon (Norway) also offer “supply and fit” for all or part of the volume they sell, and in such projects, NorDan designs the installation solution and carries out the actual installation work.

Material	Generic values (EU)
Wood based laminate materials	0,312 kCO ₂ e/ kg
Wood «biogenic carbon»	- 1,63 kCO ₂ e/ kg
Steel: Screws, staples	3,95 kCO ₂ e/ kg
Plastic wrap	3,06 kCO ₂ e/ kg

Table 3: Overview of the environmental impact of the main components of the materials used by NorDan for palletising and packaging of doors and windows, updated 2023 according to the LCA for the dynamic EPD generator.

B1-B7: PRODUCT IN USE

The third main phase in the product life cycle is the use phase. During the use phase, windows and doors function as part of the building’s facade, and the products’ insulating properties and functionality affect the building’s energy consumption of the building, both for heating and cooling. This is included in the building’s energy calculation. As for the carbon footprint of the windows and doors in the use phase, they use no energy (B6) or water (B7) to function. The only aspect of energy consumption that windows and doors have during the use phase is related to maintenance.

With the establishment of NorDan Vidsyn AS in 2023/2024, NorDan now offers a new service aimed at cleaning the products, initially window cleaning for a relatively narrow geographical catchment area, with plans to grow in scope. Some of NorDan’s best-selling products have an expected lifetime of 60 years. This includes a glass replacement with mouldings after 30 years. It also includes annual washing with water, lubrication and interior painting in accordance with NorDan’s maintenance manual. For many decades, NorDan has had a conscious strategy regarding spare parts, which means that the company can offer spare parts for most windows from the

1970s onwards. This contributes to increased product lifetime.

One opportunity that is likely to increase in the years to come is that homeowners want to change the glass in windows to get better energy efficiency. This can be done by changing from double-glazed to triple-glazed. There are also new products on the market, such as vacuum glass, where the glass cassettes provide better energy efficiency without changing how much the insulating glass builds.

C1-C4: END OF LIFE

At the end of a product’s lifetime, the waste hierarchy or pyramid is often used to look at the various alternatives available. The higher up the waste hierarchy, the more environmentally friendly and sustainable the products are, Figure 5. Most wood-based windows and doors today are used to generate energy and are low on the waste hierarchy. The goal is to lift the handling of used windows and doors up the waste hierarchy.

The end-of-life phase of windows and doors is constantly evolving as better systems and solutions for recycling come

onto the market. The requirements for the recycling of windows and doors are increasing in all the markets in which NorDan operates, and NorDan is in favour of the industry opening up to more circular processes and solutions in this area. The industry still has a lot of work to do before good systems and business models for the recycling of windows and doors are in place, and before the material fractions are fully reused in a cycle. But this will happen over the next years, and NorDan will take an active role in this development and collaborate with other companies and authorities to succeed

D: BENEFITS OF RECYCLING

Section D in the LCA analysis shows the benefits of recycling material from used products compared to producing new raw materials. For the largest groups of materials used for windows and doors, recycling of materials will require remelting of the products. Used glass is melted into new glass, used aluminium

profiles are forged to new billets for further processing. Used steel parts are remelted into new steel blocks for further processing, used plastic is processed into recycled plastic for further processing.



Figure 5: The waste hierarchy for windows and doors. Graphical depiction based on the EU’s waste framework.



NORDAN GROUP 2023 CLIMATE ACCOUNTS, SCOPE 1 AND 2

One of NorDan's strategic guidelines is to reduce its carbon footprint. NorDan has prepared climate accounts for all companies in the group according to Scope 1 and Scope 2.

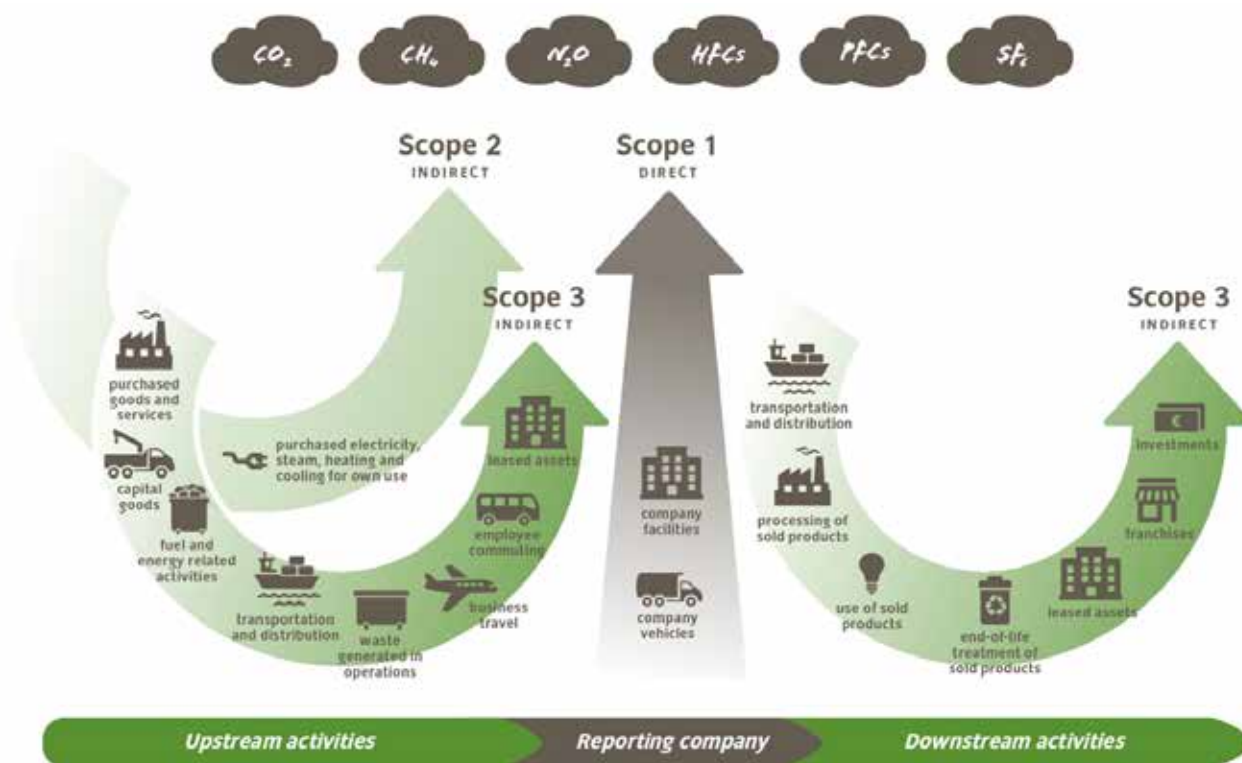


Figure 6: Visualisation of the GHG protocol's three scopes (ghgprotocol.org)

The Greenhouse Gas Protocol (often abbreviated as the GHG Protocol) is the most recognised standard for climate accounting today, Figure 6.

Historically, several of the companies have reported on this over several years, but 2023 is the first year that NorDan Gruppen will report an overall result for both sales companies and production companies.

There has been a lot of good experience sharing across the Group in this work. The result provides a better understanding of the current situation in terms of the carbon footprint for Scope 1 and Scope 2 at group level, and forms the basis for further targets and plans for CO₂ reduction. Work has also begun on documenting several important areas within Scope

3, which is a more complex area to report on, as it covers all other indirect emissions. The total footprint for the NorDan Group for Scope 1 and Scope 2 is 3.697 tCO₂e. Measured against production value, this corresponds to 0.75 tCO₂e per mNOK (market-based method).

It is important to view total greenhouse gas emissions in the context of other ratios. This makes it easier to compare large and small companies and assess their performance without size being the only explanatory factor. CO₂e per mNOK in turnover is a figure that provides a better insight into who manages to create the most value with the smallest footprint. NorDan Poland has a relatively higher footprint compared to the other companies. This is due to the use of gas as a source of heating and a guarantee of origin made up of various electricity sources.

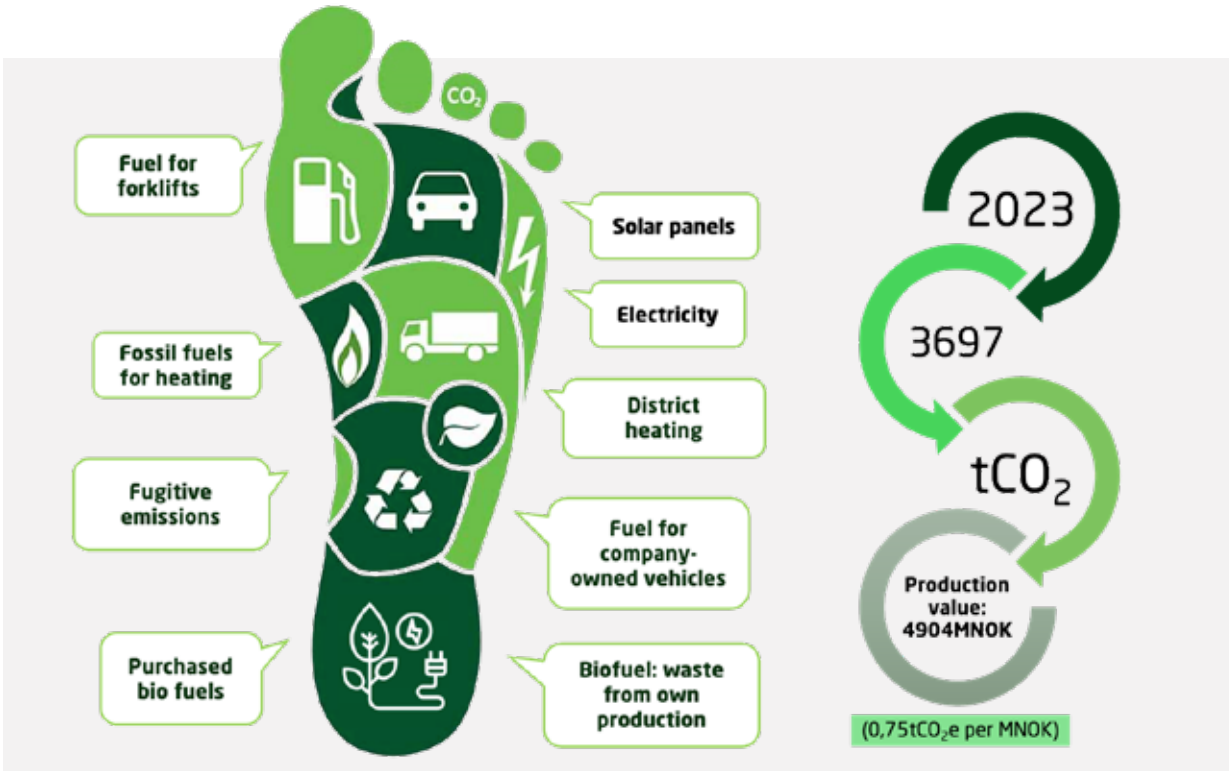


Figure 7: Overview of the NorDan Group climate account, Scope 1 and Scope 2.

Company	tCO2e (Scope 1&2)	CO2e per mNOK (revenue)
NorDan AS	313,40	0,16
NorDan Rubicon	264,25	1,91
NorDan AB	189,88	0,22
NorDan Spolka	2168,29	1,21
STM	91,62	0,35
NorDan UAB	48,92	0,31
Viking Industries	10,64	0,24
NorDan Vinduer AS (DK)	35,40	0,46
NorDan UK	193,08	0,17
NorDan Vinduer Ltd (IRE)	342,35	0,83
NorDan Trading	38,80	0,72
Total NorDan Group	3696,63	0,75

Figure 8: Overview of the climate accounts of the various companies in the NorDan Group, Scope 1 and Scope 2.

DOCUMENTING SUSTAINABILITY



Environmental product declaration

In accordance with 14025 and EN15804+A2

NorDan NTech Villa Fixed frame - TL 105 (With Aluminium Cladding)



Environmental product declaration

In accordance with 14025

NorDan NTech Villa Fixed frame - TL 105 (With Aluminium Cladding)



Owner of the declaration:
NorDan AS

Product:
NorDan NTech Villa Fixed frame - TL 105 (With Aluminium Cladding)

Declared unit:
1 pcs

This declaration is based on Product Category Rules:
CEN Standard EN 15804:2012+A2:2019 serves as core

Program operator:
The Norwegian EPD Foundation

Declaration number:
NEPD-4545-3802-EN

Registration number:
NEPD-4545-3802-EN

Issue date: 08.06.2023

Valid to: 08.06.2028

Product documentation comes in many shapes and forms; for NorDan doors and windows, the installation instructions displayed on the glass are possibly the best known example.

However, long before the windows are delivered to a construction site, architects, engineers and purchasers spend hours studying documentation that describes and provides proof for aspects such as the climate-related and environmental properties of construction goods.

Demand for declarations

EPD is the most widespread standard for describing the climate footprint of construction goods. These three letters are short for “Environmental Product Declaration”, which contains information including a list of “ingredients” used to make the finished product. What makes EPDs such in-demand documentation is the fact that they also detail the impact the product generates throughout its life cycle. The extraction of the raw materials, energy consumption during production and emissions generated while the product is transported to the construction site are some of the phases described in an EPD. The volume of greenhouse gas emissions is calculated for each and every step of the process up to the point where the product is ripe for replacement.

“NorDan published its first EPDs back in 2014, and we were quick to realise that customers on the different markets would become increasingly interested in acquiring – and would gradually come to demand – detailed information about the products’ climate footprint,” said Andreas Långström, CEO of NorDan AB and host company for the NorDan Group Competence Center for Environmental and Digital Product Information.

A simpler process

The competence center team is responsible for having large amounts of fundamental data sorted and digitalised. This was also key to laying the foundations for the next key step in digitalisation of sustainability data: an idea of a simple way to extract climate properties for doors and windows based on the actual product. In partnership with the organisations TreTeknisk and LCA.no, work started on the development of what has become known as the NorDan EPD generator.

A sustainable building block

With the introduction of the EPD generator, NorDan has reinforced its position as a leader in the field of climate-related and environmental documentation. Just as important, however, is the role that accurate EPDs play as a building block in the broader work to become increasingly sustainable. Several countries have already introduced requirements for greenhouse gas accounts for new builds, and EPDs are a key factor in such accounts.

“The launch of the EPD generator has already been warmly received by our customers and it is sure to give NorDan an important edge as a sustainable door and window manufacturer,” Långström concludes.



Andreas Långström



CHAPTER 3:

KEY PERFORMANCE INDICATORS





THE 5X3 KPI MODEL

NorDan uses a 5-dimensional sustainability model (Figure 1) with an associated key performance indicator model where the most important key performance indicators within each dimension are targeted, measured and evaluated. Within each dimension, the company has selected the three most important key performance indicators (Table 3).

Dimension	KPI 1	KPI 2	KPI 3
1 Ecological sustainability	Factory Electricity Consumption (MWh per mNOK fixed prices)	Self-produced Energy from Solar Panels (MWh per year)	Percentage of Sold Products with U-value ≤ 1.0 EU Taxonomy (%)
	Frequency: Monthly - Yearly Target: -5% per year	Frequency: Monthly - Yearly Target: >5% of total consumption	Frequency: Monthly - Yearly Target: +5% per year
2 Social sustainability	Funds social sustainability (mNOK per year)	Apprentices/Trainees as a Percentage of Total Employees (%)	Women as a Percentage of Total Employees (%)
	Frequency: Yearly Target: +10% per year	Frequency: Yearly Target: >3%	Frequency: Yearly Target: >30%
3 Economic sustainability	Revenue (mNOK per year)	Operating Profit EBITA (%) (mNOK per year)	Solvency Ratio (%)
	Frequency: Monthly - Yearly Target: +10% per year	Frequency: Monthly - Yearly Target: >10%	Frequency: Monthly - Yearly Target: >25%
4 Employees	Safety at factories (Hours of absence due to damages per 1000 worked hours)	Short-term Sick Leave (%)	myPULS Participants as a percentage of total employees (%)
	Frequency: Monthly - Yearly Target: -10% per year	Frequency: Monthly - Yearly Target: < 2,5%	Target: >25%
5 Customers and stakeholders	Delivery Reliability (DOT: Delivery on Time)	Service Level (Customer complaints 31.12)	Complaint Costs (% of Operating Income)
	Frequency: Monthly - Yearly Target: >95 %	Frequency: Monthly - Yearly Target: -10% per year	Frequency: Monthly - Yearly Target: <1%

Table 3: The 5 dimensions in NorDan's sustainability models and the three key performance indicators (KPIs) within each dimension.

FROM GLOBAL GOALS TO LOCAL ACTIONS

Sustainability is about meeting today's needs without compromising the ability of future generations to meet their own needs. Sustainable development has three dimensions: ecological sustainability, social sustainability, and economic sustainability. It is the interconnectedness of these dimensions that determines sustainability.

In addition to the economic, social, and climate-related impact on society, NorDan has chosen to focus on employees and customers & stakeholders in its sustainability efforts and reporting. These focus areas align with NorDan's values and support the UN's global sustainable development goals. The UN's 17 sustainable development goals are the world's shared work plan to eradicate poverty, combat inequality, and address climate change.

NorDan's selected sustainability goals, along with their corresponding measures, reflect much of the work that has been carried out over the years and continues to evolve and modernize in response to societal developments, as well as new requirements and directives. Beyond developing, manufacturing, and delivering high-quality windows, doors, and accessories with long expected lifespans, NorDan actively contribute to building a better society through the ripple effects of the work.

The following text provides an introductory explanation of each dimension in the sustainability model, followed by a review of work within each dimension and progress over time for the NorDan Group.

ECOLOGICAL SUSTAINABILITY

Ecological sustainability is about the environment. The green shift, climate adaptation, biodiversity and reduction of greenhouse gas emissions are key elements here. NorDan has a strong focus on reducing energy consumption, utilising renewable energy sources and reducing CO₂ emissions.

NorDan Gruppen AS has factories in locations where each unit plays an important role in the local community by being a significant employer. The units are often located in connection with residential areas, which means that the factories are governed by various permits and requirements, such as emissions of VOCs and noise. Emissions are monitored and the results are reported to the respective municipalities or environmental authorities. In addition, NorDan uses self-monitoring to continuously measure emission levels in order to ensure that the company complies with the respective units' permits.

NorDan Gruppen AS's strategic environmental goal is to reduce the use of resources and thereby minimise the impact on the environment. We therefore work systematically to minimise energy consumption. The factories recover energy from their own wood waste, and this is used as a source of heating in large parts of the business. Energy efficiency is monitored, for example, by tracking electricity consumption in kWh/per window or door produced, electricity consumed/production area, annual consumption, etc. The factories have return schemes for residual waste that is returned for recycling, including cut aluminium, cardboard and plastic film.

NorDan has its own solar cell systems at its factories in Sweden and Poland. During the sunny months, a surplus is produced and fed back into the electricity grid. In 2024, NorDan's factories in Lithuania and Norway will also start using solar panels.

NorDan has invested in a guarantee of origin for all electricity, which means that all electricity purchased for NorDan's factories comes from renewable energy sources.

NorDan uses FSC/PEFC labelled wood. This means that the wood comes from certified suppliers who participate in the goal of developing economic sustainability and valuable forest production, where biodiversity, cultural environment and social and aesthetic values are protected.

NorDan has chosen the following KPIs within ecological sustainability:

- > Electricity consumption in factories (MWh per mNOK)
- > Self-produced energy from solar panels (MWh per year)
- > Share of sold products with U-value ≤ 1.0 EU Taxonomy (%)

Comment key figures

- > There has been a favourable trend over time when it comes to power consumption in the factories. The last year shows an improvement of 14 per cent. This measurement indicator is affected by occupancy/volume.
- > Several companies have invested in solar energy systems and we are beginning to see a positive effect on self-produced energy from solar power.
- > The production and sale of products with u-values that meet the requirements of the EU Taxonomy is a prioritised focus area, and good progress is being made here.

SOCIAL SUSTAINABILITY

The social aspect of sustainability is generally about a good and fair basis for a decent life. Human rights, health, diversity, inclusion, education and training opportunities and efforts to reduce social inequalities are key elements here.

In addition to producing and developing good products, NorDan Gruppen AS aims to help build a good society. NorDan Gruppen and its subsidiaries contribute through sponsorship funds to support various activities, including children's and youth sports.

NorDan wants to be at the forefront as a responsible employer where equality, diversity and inclusion are highly valued. In 2023, the Group initiated a group-wide celebration of "The International Women's Day", in which all subsidiaries participated across the NorDan Group. This has now been introduced as an annual event, where we jointly focus on NorDan's footprint in this area, both as an organisation and for our own employees.

An Equality and Diversity Policy has been established, and a survey has been conducted across the Group to map how our own employees perceive our position and how we work in this prioritised area.

In 2021, NorDan Gruppen and its subsidiaries became a main partner of Save the Children in their efforts to help children in vulnerable situations, with a main focus on education. By joining forces, more children can be helped. Save the Children's work for children contributes to improvements in several of the UN Sustainable Development Goals. In 2022, NorDan Gruppen and its subsidiaries made additional contributions to support vulnerable families with children in and around Ukraine. In

autumn 2023, we followed up on our dialogue and support for Save the Children. In particular, NorDan participated actively in connection with this year's TV campaign, both with activities and a significant amount of support.

A tradition of knowledge

Education has always been an important focus for NorDan. At many of our factories, we give young adults the opportunity to combine vocational training with work experience. We recognise that education fosters curiosity, problem solving and innovation, and in a global perspective, good education for all is the key to security, predictability and a more sustainable world. NorDan Gruppen also has a rich tradition of working with innovation and development. It is a clear goal and is accelerating this in the years ahead, also with regard to sustainability.

NorDan has selected the following KPIs within social sustainability:

- > Funds social sustainability (mNOK per year)
- > Apprentices as a percentage of total employees (%)
- > Women as a percentage of total employees (%)

Comment key figures

- > There has been a large increase in funding in recent years. The partnership with Save the Children accounts for much of the increase, with the support for this year's TV campaign affecting the result for 2023.
- > At group level, the number of apprentices and trainees scored lower than the target.
- > The proportion of women in the workforce has developed favourably over time and is close to the target (30%).

ECONOMIC SUSTAINABILITY

The economic aspect of sustainability is about ensuring a use of resources that provides increased security for people and society. We must facilitate sustainable economic activities, and take lead in the circular economy. Over the years, NorDan has built up and developed a good footprint by producing and selling products with long lifespan and market-leading warranties.

As mentioned earlier, there is no correspondence between the increased requirements for recycling of windows and doors in NorDan's markets and the availability of robust solutions and business models for recycling. NorDan has room for improvement in terms of recycling and reuse. This will be a prioritised task in the years to come, and we are positive about strategic partnerships and collaboration across the construction industry and collaboration with leading suppliers to develop in this area. During the year, several initiatives were taken to build on this focus.

Through its operations, NorDan contributes to countless jobs and is a safe and important employer in the local community..

Our key performance indicators (KPIs) for the economic aspect are as follows:

- > Revenue (mNOK per year)
- > Operating profit EBITA (%) (mNOK per year)
- > Solvency ratio (%)

Comment key figures

- > Higher operating income than in previous years, but target of 10% annual increase not reached in 2023.
- > Operating profit, EBITA, above target all years.
- > The equity ratio is increasing and above target throughout the period.



EMPLOYEES

NorDan Gruppen has defined four clear focus areas for its sustainability work, with a people- focused approach being one of them. It is the people who create the results, and it is essential that everyone “sees” each other, and strive for Perfekt Samspill (perfect interaction).

The company aims to be a workplace where diversity is valued and full gender equality is promoted. NorDan is proud of its employees and relies on everyone’s contribution. The key to our success lies in how well we work together, which is what we call “Perfekt Samspill”.

NorDan strives for a work environment characterised by well-being, opportunities for personal and professional development, low sick leave and low injury rates .

Annual employee surveys are conducted in the subsidiaries on the subject of the psychosocial working environment throughout the organisation. The outcome of the survey shows that well-being is good and is one of the company’s success factors. Where the surveys show potential for improvement, follow-up plans are developed. Systematic employee development is important, and therefore, annual appraisal interviews with a strong focus on skills development for employees are part of this work.

Safety first: We focus on Safety first with a “wing to wing” scope, i.e. from deliveries to the factory until the products are in use. The safety focus and work thus includes work at the factories, deliveries of windows and doors to the construction site and the use phase at the end customer. The Lost Time Injury Frequency Rate (LTIF) is measured at NorDan’s facto-

ries, which is an international measure of the number of lost time injuries per million working hours in the factory. NorDan Gruppen has an increasing focus on safety after the products leave the factories and has established good reporting procedures for near-accidents and injuries during transport, at the construction site and at the end user .

Safety first is a permanent item on the agenda at all group management meetings and in other key forums. In the current year, a Policy for Safety has been drawn up for the NorDan Group.

Sick leave is monitored frequently and is an important parameter . To support employees and increase healthy attendance, a toolkit is available to respond to early signs of illness among employees . Prevention and health-promoting measures are important, and a measure that is implemented annually throughout the NorDan Group is “myPULS”.

NorDan has selected the following key performance indicators (KPIs) in the employee domain:

- > Safety at factories (hours of absence due to damages per 1000 worked hours)
- > Short-term sick leave (%)
- > myPULS participants as a percentage of total employees (%)

Comment key figures

- > Safety: improvement, with a certainty of strong focus on further improvement
- > Absenteeism due to short-term sick leave has not developed as NorDan has targeted over time. There have been some special years with regard to the pandemic, but this must be evaluated and there must be a strong focus on any new measures for improvement.
- > myPULS participants have increased throughout the period, and reached the goal in 2023.

CUSTOMERS AND STAKEHOLDERS

NorDan's vision and goal is to achieve continuous improvement through "Perfekt Samspill" (Perfect Interaction). Within the company, we seek the perfect interaction between employees and production technology. The company constantly endeavours to be a perfect partner for its customers. To the end user, we want the product to speak its clear language of perfect form and function with a long, long service life.

Maintaining long-term customer relations is important to NorDan, and we work with continuous improvements to reduce the number of customer claims. NorDan delivers windows and doors customised to comply with authorities' regulations and the client's needs, and there are good procedures to ensure that NorDan delivers the right product. Examples of this include peer reviews during bidding/order processing, control functions in Pi (sales system), self-inspection in the factories, product inspections of randomly selected products and final inspection.

These measures are also in place to minimise production errors and the associated resource usage.

The key performance indicators (KPIs) in this area are:

- > Delivery On-Time (DOT) reliability (%)
- > Service level (number of open complaints)
- > Complaint costs (% of operating income)

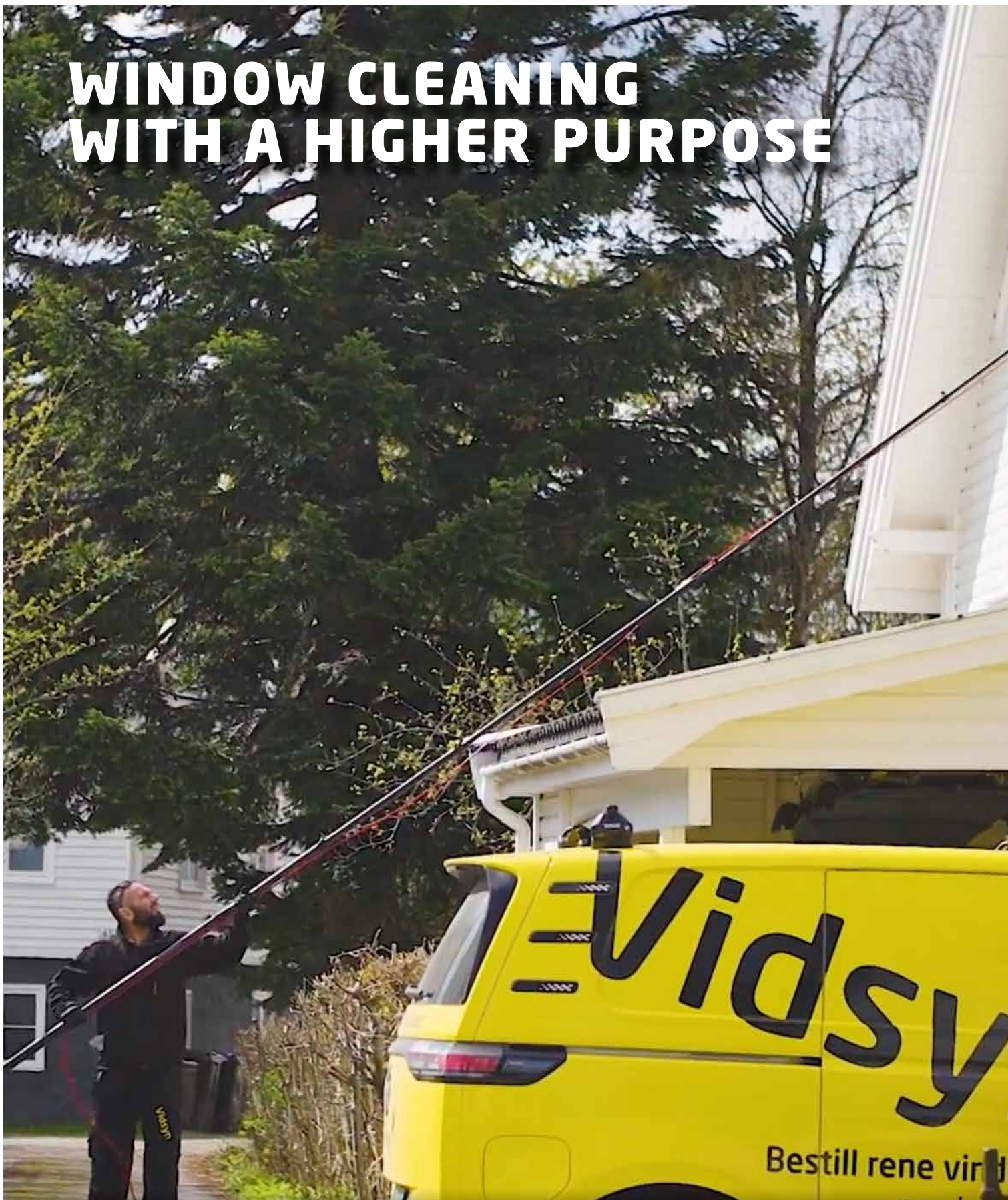
Comment key figures

- > DOT is better than in previous years, but does not fulfil the target of 95%. There are several factors that affect delivery reliability, including market demand and our own production capacity.
- > In 2023, NorDan will achieve the target of a 10 per cent annual reduction in open complaints, but at the same time recognises that complaint costs in relation to operating income have increased and are below the target.





WINDOW CLEANING WITH A HIGHER PURPOSE





Good windows and doors deserve cleaning and maintenance of equally high quality.

As a market-leading manufacturer of high-quality windows and doors, NorDan already has a strong position on the product side. But for products with an expected service life of 60 years, there are many opportunities to also provide services related to the windows.

"We are bringing together some of these new services in NorDan Vidsyn," says Trond Magnar Unhammer, CEO of NorDan's Norwegian company, and parent company to the newly established service provider.

Social responsibility from the start

Initially, Vidsyn will offer cleaning and maintenance of windows and doors in the Lister and Dalane region, but just as important as what and where are the ambitions for who will be working at Vidsyn, and how NorDan through this establishment can take greater responsibility for including people who may end up outside the labour market.

"There are many talented people who for various reasons end up outside the ordinary labour market. As a major player,

we have a responsibility to facilitate inclusion and reduce exclusion. With Vidsyn, we want to contribute to and facilitate opportunities for people who feel they are not realising their potential in working life to be given opportunities for testing, training, guidance and employment," says Unhammer.

Cleaning and maintenance

NorDan Vidsyn is off to a good start, and under the day-to-day management of Vidar Arntsen, the service has taken on a clear shape since its inception. Arntsen is both enthusiastic and humble about the task:

"Vidsyn is not about saving the world, but about being able to offer new services while having more than one thought in mind. In line with the well-known NorDan quality, we will deliver services that exceed the expectations of our customers, and we will be both result-orientated and decisive. At the same time, we will be sustainable and people-focused, and take even greater responsibility for bringing on board people who find that the way into working life is not open," he says.





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